



**THE UNIVERSITY
OF AUCKLAND**

NEW ZEALAND

Te Whare Wānanga o Tāmaki Makaurau

Annual Report 2014

Equity Office
Te Ara Tautika

Section One:
Overview and summary

All priority objectives have been achieved, except engagement with PRG as it has not met this year.

Key achievements include:

- The University of Auckland was ranked first equal of 30 APRU member universities who responded to a benchmarking survey on the dimensions of equity activities.
- The Academic Quality Agency academic audit commended the University of Auckland's long-standing comprehensive, systematic and informed approach to encouraging the access and transition arrangements for Māori and Pacific students, including the Undergraduate Targeted Admission Scheme (UTAS) and clear communication of admission requirements. It particularly commended the Tuākana Learning Community. The Equity Office plays a lead role in these work areas.
- The Equity Office engaged with Māori and Pacific staff, and the Tuākana Learning Community, to ensure Māori and Pacific perspectives are included in strategy and practice. Results included effective consultation with useful feedback on the FAR project.
- Networks, including those of LGBTI staff and students and students from refugee backgrounds, and communities of interest were strengthened by the Equity Office. Achievements included collaboration with the Auckland University Student Association (AUSA) in the inaugural PRIDE Week.
- Facilitation of a safe and inclusive environment for LGBTI students and staff has been a priority in response to student feedback.
- Support for the inclusion of students from low socio-economic and refugee backgrounds in UTAS through enhanced understanding and use of UTAS in faculties.
- The establishment, with Academic Services, of the UTAS community of interest.
- A briefing session developed with the Auckland Refugee Community Coalition (ARCC) to provide staff with information on the needs of students from refugee backgrounds.
- Outreach events and number of attendees remained strong despite staff turnover reducing capacity by 50%. Some events had record attendance with positive evaluations from students including high percentages keen to attend the University of Auckland and to recommend it to others.
- Science, Technology, Engineering, Architecture and Medicine, STEAM AHEAD, a recruitment event for Year 12 and 13 Māori and Pacific students attracted 518 students from 73 schools this year, a 103% increase from 2010 when 36 schools attended. Approximately 750 Year 10 students from 80 schools attended the Business, Engineering, Architecture, Medicine and Science (BEAMS) event over 5 days. This is a record number of attendees up 40 per cent from 2013.
- Enhanced capability in equitable recruitment and selection via on-line and face to face training.
- All faculties and service divisions returned annual equity reports with commentary on staff and student equity achievements and challenges. These reports show continued progress across the university in achieving a range of aspirational equity objectives.

Service Division – Strategic Activities:**Objective 1: A work environment characterised by a commitment to clear expectations, development of potential, inclusiveness, high achievement and rewarding performance****Comment on performance:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<p>Opportunity: New technology such as “Red-carpet” can enhance dissemination of equity information to raise staff awareness and capability.</p> <p>Risk: New staff are unaware of University policy and practices; turn-over and restructuring can result in loss of institutional equity knowledge and even longer-serving employees may not have had adequate exposure to equity principles at the time of their induction.</p>	<p>1.1 Develop an induction information package that will be piloted in the Equity Office and then available for the wider University.</p> <p>1.2 Contribute to equity capability in both online and face-to-face recruitment and selection training.</p>	<p>1.1 Achieved.</p> <ul style="list-style-type: none"> Brochures, posters and pamphlets are available. An information package has been piloted. A web page including FAQs and information videos (Carers, Children on Campus, and Staff with Disabilities) is available for staff. <p>1.2 Achieved.</p> <ul style="list-style-type: none"> Guidelines have been developed. Key stakeholders including HR, Faculty Equity Committees have been consulted. The video “Fairness in employment processes”, has been filmed and is available on the Equity web page for training purposes. Staff have participated in developing a model recruitment process for women in Engineering to use for training (for reasons outside our control this recruitment process has been postponed). 	<p>Director HR POD HR Advisory Internal recruitment service FSCs</p>

		<p>Opportunity: Restructuring processes can enable monitoring and implementation of best practice in equity.</p> <p>Risk: Restructuring can result in loss of equity capacity.</p>	<p>1.3 Collaborate with HR on Equity monitoring of change processes.</p>	<p>1.3 Achieved.</p> <ul style="list-style-type: none"> The Equity Committee made two submissions to the FAR consultation process. The second submission was followed by a meeting between the VC, FAR representatives, Tuākana Learning Community, the Pro Vice-Chancellors Māori and Equity and Equity Office staff members. It was agreed that further engagement would occur to ensure that provision of effective support for Māori and Pacific students is maintained. Very positive feedback was given by Māori and Pacific staff. 	<p>HR POD</p>
<p>Other BAU related activity: Review of relevant policies; Participation in department reviews; Maintaining and enhancing collaborative relationships with relevant partners across the University; Analysis of Pacific staffing issues; 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. 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

Comment on performance:

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<p>Opportunities: UTAS enables equitable outcomes for Māori students and students from other UTAS groups. It assists the University to meet its commitments and obligations under the Treaty of Waitangi and to achieve its equity goals and objectives. Policy change in 2013 amended eligibility to include</p>	<p>4.1 Enhanced understanding and use of UTAS in faculties.</p>	<p>4.1. Achieved</p> <ul style="list-style-type: none"> The UTAS Implementation Working Group, a joint Academic Services/Equity Office initiative completed the business process and systems changes to enable enrolment of students from refugee backgrounds and low socioeconomic backgrounds via UTAS from 2015 . The Equity Office piloted a staff 	<p>DVC Academic PVC Māori Director of Pacific Strategy and Engagement External Relations Deans SPO</p>

		<p>students from low SES and refugee backgrounds.</p> <p>Risks: There will be inadequate resources and places available for the new group members. If faculties are not adequately briefed there may be resistance to implementation which will limit effectiveness.</p> <p>Demand needs to be monitored to ensure resources and places are sustainable.</p>		<p>briefing on working with students from refugee backgrounds (SRB). The finalised briefing has been delivered to members of the UTAS Community of Interest.</p> <ul style="list-style-type: none"> • The Equity Office led several meetings with the UTAS Community of Interest to enhance the understanding and use of UTAS. • The Equity Office also developed and disseminated communications, material to key staff and external stakeholders including secondary schools on the changes to UTAS. 	
M	<p>Opportunity: Improved gender balance in disciplines where men are currently under-represented</p> <p>Risk: Entrenched stereotypes of gendered occupations.</p>	<p>4.2 Review the evidence for gender imbalance in disciplines where male staff and students are under-represented.</p> <ul style="list-style-type: none"> • BFS (Board of Foundation Studies) • Nursing • Education • Pharmacy 	<p>4.2 Achieved.</p> <ul style="list-style-type: none"> • A project plan has been developed, data has been obtained and evidence reviewed. 	<p>Dean FoEd Dean FMHS HR</p>	
<p>Other BAU related activity: 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.</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

Comment on performance:

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<p>Opportunities: Enhanced Māori and Pacific student achievement. Optimum use of funding. Enhanced decision-making.</p> <p>Risks: Lack of accountability for outcomes.</p>	7.1 Ensure effective Māori and Pacific engagement in the allocation of TECEF funding.	<p>7.1 Achieved.</p> <ul style="list-style-type: none"> • Consultation has taken place with Māori and Pacific staff to develop a model of a Māori and Pacific reference group that will assist with TECEF decisions. • A draft project plan, and terms of reference has been developed • Reference group membership is currently being finalised. • The new TECEF process will commence from 2015. 	PVC Māori Director of Pacific Strategy and Engagement
	M	<p>Opportunity: Greater support could be provided for Pacific students who have carer responsibilities.</p> <p>Risk: Pacific students may not be able to perform to their potential and/or have to withdraw from studies without support for carer responsibilities.</p>	7.2 Investigate providing resources to support Pacific students with carer responsibilities.	<p>7.2 Achieved.</p> <ul style="list-style-type: none"> • Consultation has taken place and additional information has been added to the Toolkit for Student Carers. 	Director of Pacific Strategy and Engagement Campus Life
<p>Other BAU related activity: Participation in Higher Education Research Governance Group (HER); 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 project; Enhanced evaluation of Pacific student initiatives.</p>					

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

Comment on performance:

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
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1	M	<p>Opportunity: Inclusion of specialist knowledge and relevant research of Māori academic and professional staff across the University. Ensuring inclusion of Treaty principles in strategy and planning. Relationship building.</p> <p>Risk: Decisions made on incomplete information.</p>	<p>11.1 Equity Office to engage regularly with Māori academic and professional staff to ensure Māori perspectives on equity strategic planning and staff and student equity issues.</p>	<p>11.1 Achieved</p> <ul style="list-style-type: none"> • The PVC Equity, Kaiārahi and other Equity Office staff engaged with Māori (and Pacific) staff, particularly those involved in the Tuākana Learning Community, and incorporated their perspectives into Equity Office strategy and operations. • As a result of feedback from Māori and Pacific staff, the PVC Equity facilitated engagement with the VC and other senior staff engaged in the FAR Review which resulted in a useful and on-going dialogue about FAR and other issues of importance to Māori and Pacific staff. 	PVC Māori
<p>Other BAU related activity: 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**Comment on performance:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<p>Opportunity: Specialist knowledge and relevant research of Pacific academic and professional staff across the University.</p> <p>Risk: Decisions made on incomplete information.</p>	<p>12.1 Equity Office to enhance engagement with PRG to ensure Pacific perspectives in equity strategic planning and staff and student equity issues.</p>	<p>12.1 Pending</p> <ul style="list-style-type: none"> The PVC Equity and Equity Office staff met regularly with the Director of Pacific Strategy and Engagement -Associate Professor Damon Salesa and works closely with him on shared priorities including through his membership of the Tertiary Education Commission Equity Funding (TECEF) governance group and the Equity Committee. The Equity Office's Student Equity Advisor is also co-located part-time at the Centre for Pacific Studies to support the advancement of shared priorities. The PRG has not met since 2012 so engagement with this group has not been possible this year. 	<p>Director of Pacific Strategy and Engagement</p>
2	L	<p>Opportunity: Increase collaboration, dissemination and engagement</p> <p>Risk: Inadequate communication flow and lack of equity capability</p>	<p>12.2 Strengthening networks and communities of practice including:</p> <ul style="list-style-type: none"> UTAS liaison Disability Liaisons Faculty Equity chairs FSC (Faculty Staffing Committee) 	<p>12.2 Achieved</p> <ul style="list-style-type: none"> Medicine and Health Science, NICAI, Arts and Education FSCs have been attended. Co-presented to AHAG on equity in promotions, Science Equity Committee attended to consult on equity recruitment 	<p>Deans Directors Chairs of FSCs Chairs of Faculty Equity Committees Disability Liaisons AHAG</p>

			<ul style="list-style-type: none"> • AHAG (Academic Heads Advisory Group) • Enhance engagement with Deans and Directors 	<p>information.</p> <ul style="list-style-type: none"> • The Combining Parenting and a Career programme is a university-wide network supported by the Equity Office, HR and TEU. • On-going engagement with University Health and Counselling to enhance service provision for students. 	
<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ Continued collaboration with key partners through SMT, Equity Committee, Runanga, PRG, Equity/HR Advisory Group and other committee participation; Collaborate with DVCSE to identify opportunities for engagement; Targeted communications to and among key partners to support effective engagement and collaboration; Maintain and enhance compliance practices. 					

Objective 17: A safe and healthy environment

Comment on performance:

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	L	<p>Opportunity: Mainstreaming equity awareness to achieve wider impact</p> <p>Risk: Lack of resources for effective coverage</p>	<p>17.1 Collaborating with HR to develop “Wellbeing” framework initiatives.</p>	<p>17.1 Achieved</p> <ul style="list-style-type: none"> • Collaboration with the HR Associate Director Health and Wellbeing, who has been provided with policies that have equity implications relevant to wellbeing. A submission has been made to the Review of the Health and Safety Policy. 	<p>SODU Health and Safety</p>
<p>Other BAU related activity: On-going revision of Equity Office Health, Safety and Wellbeing, including updating staff first aid certification.</p>					

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

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	L	<p>Opportunity: Enhanced decision-making informed by a comprehensive evidence base. Reporting Enhancements Project will enable timely and accessible information provided from an authenticated data source.</p> <p>Risk: Incomplete evidence base and lack of alignment between data bases (e.g., employee applications and appointments).</p>	<p>18.1 Participate in development of the Reporting Enhancement Project</p> <ul style="list-style-type: none"> Engage with HR and Planning to obtain timely, accurate and relevant data 	<p>18.1 Achieved.</p> <ul style="list-style-type: none"> The Director of Administration met with the Equity Committee to share developments and discuss next steps for the Reporting Enhancement Project. The Equity Committee will give input to the project and maintain on-going engagement to ensure that it takes account of data and reporting matters relating to equity. 	HR Planning Director Administration
	L		<p>18.2 Integrate KPIs – extrapolate Equity leadership</p> <ul style="list-style-type: none"> KPIs Plus: reflect and review meeting our objectives (incl. through Mid-year and Annual reporting) 	<p>18.2 Achieved.</p> <ul style="list-style-type: none"> A meeting has been held with the Performance Analyst from the Performance & Risk Coordination Office to clarify expectations and plan reporting against KPIs in 2015. 	
<p>Other BAU related activity: 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 as appropriate for meeting Equity objectives.</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	2014 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)	6.0FTE 21%%		4.8 FTE 18%			

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

KPI	2014 Actual	2014 Target	2015 Target	2016 Target	2017 Target
KPI2.1: I8(II) Outreach engagement is achieved (# of outreach activities per annum)	131 ¹	145	145	145	
KPI 2.2: I8(ii) ... (# of educational outreach visit participants per annum)	6564	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 ²	75%	75%	80%	
KPI 2.4: I7 Students reach their potential (# of students receiving disability services support)	741	>=665	>=665	>=665	
KPI 2.6: I7 Students reach their potential (# of Pacific students receiving disability services support)	4.5%	4.8%	4.8%	4.8%	

¹ The number of outreach events delivered and the number of attendees has remained extremely strong despite a reduction of 1 FTE in 2013 which reduced capacity by 50%. There has also been record attendance at several of the largest events. Evaluation forms show overwhelmingly positive feedback from the majority of students on a range of measures.

² From 2015 a standardised measure will be introduced via all event evaluations that will provide a consistent satisfaction measure across all events.

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

KPI	2014 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)	5.5 FTE 20%	>=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)	8.04%	7.8%	8.2%	7.8%	7.8%	7.8%

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

KPI	2014 Actual	2014 Target	2015 Target	2016 Target	2017 Target
KPI 1.1 I10 Meet Budget (Net cost achieved as % of budget)	91.48% to end Sept	100%	100%	100%	
KPI 1.2: I11 (i) Measures effective leadership of reporting through Equity Committee (EC), Senate and Council	UTAS 100% AR 100% ³	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%	

³ 100% of faculties and service divisions submitted Equity Annual Reports. PRG was not active during 2014.