THE UNIVERSITY OF AUCKLAND

NEW ZEALAND

Te Whare Wānanga o Tāmaki Makaurau

2015

Annual Report

Equity Office
Te Ara Tautika

Section One: Planning and budget report statement

Overview and summary

- The **Equity Office contributes to New Zealand's social wellbeing and economic development** in part through **enhancing educational participation and success for Māori and equity group members.**

- The scope of the Office's work has broadened, recognised via an **international 1st equal ranking among APRU member institutions for the breadth of its work** for Māori and equity groups.

- In addition to support for students who are Māori, Pacific and have disabilities, from 2015 **Students from refugee backgrounds (SRB) and from low socio-economic backgrounds (low SEB students)** became eligible for entry under the **Undergraduate Targeted Admission Schemes (UTAS)**.

- Support for Lesbian, Gay, Bi-Sexual, Transgender and Intersex **(LGBTI) staff and students**, in particular **transgender students with legal name change support**, was recognised as world leading.

- Another world first, the **Standards NZ: Rainbow-inclusive workplaces standard for gender and sexual diversity in employment** was developed with the expertise of the Director of Student Equity as an invited expert. The PVC Equity was a subject expert for the **United Nations Sustainability Science in a Global Landscape** report.

- The Office's **refugee work** was acknowledged as **leading best practice across the sector.**

- The Office also contributed to economic and social development through **enhancing women's participation in STEM study, teaching and research.**

- The Office led the development of the first comprehensive Family Violence Project in a NZ tertiary institution. It includes an inaugural policy, guidelines, training, and an extensive communications strategy with a comprehensive website. These were developed in consultation with researchers, students, support services and external stakeholders.

The majority of objectives and KPIs were achieved or are on-going.

Priority 1: Equity Governance

Council endorsed the Review of Equity Governance and the terms of reference and membership of the new Equity Leadership Committee.

Priority 2: Analysis of staff equity data

Work continues on analysis of academic promotions data with professional staff data analysis planned for 2016. Resources are being developed to assist 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

Māori and Pacific TECEF Advisory Group meetings focused on providing information to support the group in its role. Tuākana Learning Community (TLC) was enhanced including via presentations on central initiatives and by members sharing best practice. Support for CATS scholars was enhanced through greater access to data, more meetings with advisors and more peer to peer events.

Priority 4: Achieving EFTS targets and equity goals

A high proportion of students indicated that they intend to enrol at the University having attended an Equity Office outreach event. The number of outreach events for the year was 210, significantly exceeding the target of 145 events.

Demand for Student Disability Services (SDS) remains extremely strong, with key KPIs exceeded. For 2015, 775 students received disability advice and support (KPI >=665). Māori students make up 9.91% of students who have received disability advice and support (KPI 7.8%). Pacific students comprise 5.7% of all SDS students (KPI 4.8%).

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.

Other highlights include

Objectives 1 and 4

Key networks facilitated by the Equity Office, the UTAS Community of Interest (CoI) the Students from Refugee Backgrounds Advisory Committee (SRB AC) and the Staff and Student LGBTI Network met regularly.

Objective 12

Equity Office staff participated in fora focused on collaboration, information sharing and benchmarking best practice.

The Pro Vice-Chancellor Equity co-hosted participants from 16 member countries at the APRU Women in Leadership workshop with Professor Jenny Dixon, Deputy Vice-Chancellor Strategic Engagement. The University's equity strategy, policy, infrastructure and practices were commended.

The Equity Office hosted Dr Kumea Shorter-Gooden, Chief Diversity Officer and Associate Vice-President, and Dr Beth Douthirt-Cohen, Director Education and Training, from the University of Maryland, a member of Universitas 21.

The Kaiārahi participated in Te Rakau Ture Haerenga - focused on promotion of the University and Law School to secondary school students.

Equity Office staff participated in:

- the Equity Practitioners in Higher Education Australasia Conference (EPHEA) presenting on men's under-representation in early childhood education and nursing. The Director - Student Equity was elected to the EPHEA Committee

- the Association of Pacific Staff in Tertiary Education (APSTE) - Tu Pasifika Conference and the Pacific Tertiary Education Forum - focused on strategic, organisational and practitioner level changes to improve tertiary outcomes for Pacific learners.

'I Too Am Auckland', a group reporting their experiences of everyday racism at the University, endorsed Equity Office plans for enhancement of current and new work.

Objective 18

The Babies and Children on Campus Guidelines, the Staff Guidelines on issues related to students' disclosure of information on disabilities or impairments and the Student Guidelines for disclosure of information on disabilities and impairments were reviewed, updated and published.

Submissions were made to parliament on the Parental Leave and Employment Protection Amendment Bill and the Parental Leave and Employment Protection (Six Months' Paid Leave and work Contact Hours) Amendment Bill - highlighting the need for paid parental leave to support gender equity in the labour market and in families. Submissions were also made on the University's Review of Student Learning Services, seeking to ensure scope and quality of services for Māori and students from equity groups are maintained and also to the Conflict of Interest Consultation process.

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	**Opportunity:** Identify and analyse staff success rates by gender and ethnicity. **Risk:** Failure to meet equity UoA objectives and KPIs for gender and ethnicity. **Risk:** Inadequate data on career progression. **Opportunity:** Planned review of APR. **Risk:** APR Review process does not include an equity focus, which risks achievement of UoA equity strategic objectives. **Risk:** Low number of Māori, Pacific and women in leadership roles.	**1.1 2010 - 2014 Evaluation of professional and academic staff leadership and promotions data by gender and ethnicity at all levels (2014-2015)** **1.1.1 2010 - 2014 Evaluation of professional staff data at all levels by gender and ethnicity (in 2016)** **1.1.2 Collect and analyse data on representation of academic women in senior leadership, University and faculty positions**	**1.1 New initiative** **Partially completed:** *Academic leadership and promotions data has been analysed and recommendations made but as noted below, professional staff data analysis has been deferred.* **1.1.1 New initiative** **Deferred:** *Scoping is being undertaken but issues with 2014 data combining pre- and post-FAR staffing make it necessary to defer this evaluation until 2016.* **1.1.2 New initiative** **Achieved:** *Data indicated overall equitable representation of women as associate deans, academic heads and directors of centres, relative to those holding associate professorial (AP) and professorial positions but fewer women APs and professors. Recommendations were made for increased representation.*	HR Statistics Consulting Centre DVC Academic

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
		1.2 Identify practices for enhancing managers' and academic heads' skills in supporting advancement of Māori and equity group staff	**1.2 New initiative** **On-going:** *Training provided to Future Academic Leaders, the Physics Department and the Engineering Equity Committee. Projects are underway to train Engineering and Science Faculty Staffing Committees and executive groups. Resources are being developed to assist with preventing unconscious bias and policy implementation.*	
L	**Opportunity:** Staff request for information on equity. **Risk:** Failure of staff to access staff equity resources and training. **Risk:** Failure to achieve UoA objectives and KPIs.	**1.3 Develop Equity Training package and deliver to relevant University audiences**	**1.3 New initiative** **On-going:** *Training provided to Staff Orientation, Student Support Advisers Network, and the ASPIRE Conference for professional staff. Training on the Family Violence project was delivered to multiple audiences to enhance awareness.*	HR CleaR Centre for Pacific Studies PVC Māori POD Communications
Other BAU related activity: 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; 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. Continuous improvement of on-line resources including support for mature age employees and staff with disabilities.				

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	**Opportunity**: Students from refugee backgrounds and students from low socio-economic backgrounds were eligible for entry under UTAS for the first time this year. **Risk:** Needs of students are not identified, they are inadequately supported and their success is compromised. **Risk:** Workload of staff supporting UTAS students is too high compromising staff health, safety and wellbeing. **Opportunity**: UTAS enables improved access, participation, engagement and success for more Māori, Pacific, students with disabilities, SRB and low SEB students. **Risk:** Inadequate resources to support students and staff.	**4.1 Support for new UTAS groups – Students from Refugee Backgrounds and Students from low socio-economic backgrounds** • Provide an 'assist and advise' role to support policy implementation • Lead engagement with stakeholders including the UTAS Community of Interest, Alumni Relations, Auckland Refugee Community Coalition and New Zealand (NZ) Red Cross. **4.2 Work with the UTAS Community of Interest on on-going enhancements to UTAS**	**4.1 New initiative Progressing:** *Policy implementation and other advice provided to stakeholders; EO UTAS website information reviewed and updated; EO/ARCC "Refugee Journeys" briefings delivered to professional & academic staff. A case management approach for SRB in partnership with NZ Red Cross led to the enrolment of more students from refugee backgrounds including via Special Admission. The Office joined an Australian and New Zealand Community of Practice via the EPHEA Conference to share information and establish best practice to support SRB to access and succeed in tertiary education.* **4.2 On-going:** *All scheduled **UTAS Community of Interest** meetings held and potential enhancement options shared including for SRB and low SEB students.*	DVC Academic PVC Māori Director of Pacific Strategy and Engagement Deans POD UTAS Community of Interest Alumni Relations

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
		4.3 Monitor and report on UTAS students' progress via Equity/UTAS reporting	**4.3 On-going:** *Engagement with staff via the UTAS Community of Interest enabled information sharing in relation to best practice for UTAS students' support, data collection and use.*	
		4.4 Monitor and report on relevant UTAS workload and resourcing via Equity/UTAS reports	**4.4 New initiative:** *No major workload implications noted. Effective workload management strategies in place.*	
H	**Opportunity:** Support UniBound as key pathway for Māori and Pacific students into study at the University of Auckland. **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.	**4.5 Support recruitment to UniBound (formerly the Certificate in Academic Preparation (CTAP)** as a pathway to undergraduate study for Māori and Pacific students, through our student outreach and recruitment activities and working with SPO.	**4.5 On-going:** *UniBound promoted by Equity Office Advisors, through outreach and recruitment activities, including through the collaborative work programme with SPO, as key pathway to undergraduate study at the UoA.*	DVCA PVC Māori SPO Centre Pacific Studies Student Development and Engagement Manager Arts Board of Foundation Studies UniBound
L	**Opportunity:** Increased recognition of this challenge results greater focus on supporting enhanced gender balance in disciplines and workforce. **Risk:** Gender stereotypes create resistance to change.	**4.6 Enhance gender balance in disciplines where men are under-represented** • Education – Early childhood education & primary • Nursing • Pharmacy	**4.6 On-going:** *Project Plan agreed and data analysis progressed. An Equity Office presentation on this project at the Equity Practitioners in Higher Education (EPHEA) Conference supported new connections with equity practitioners in Australia.*	Dean FoEd Dean FMHS Director HR Board of Foundation Studies Statistics Consulting Centre

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
		• Foundation courses		
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, finance information for parents, LGBTI staff and students network, on-going engagement/collaboration with Immigration NZ, ARCC, MoE, NZ Red Cross, Alumni Relations.				

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 relationship
M	**Opportunity:** Increased Māori and Pacific input to TECEF processes. **Opportunity:** To increase credibility and accountability for TECEF. **Risk:** Lack of credibility with key stakeholders including Government. **Risk:** Decisions made on incomplete information could limit effectiveness of TECEF. **Opportunity:** Annual intake of Māori and Pacific high achievers via CATS.	**7.1 Work with Māori and Pacific Advisory group on TECEF** **7.2 Lead parallel work stream for TECEF for Students with disabilities**	**7.1 New initiative** **Progressing:** *Māori and Pacific Advisory Group meetings were held. These focused on providing information to support the group in its TECEF advisory role.* **7.2 New initiative** **Progressing:** *SDS Manager's membership of UTAS CoI enabled enhanced planning for new TECEF Students with Disabilities and monitoring and reporting requirements.*	PVC Māori Director of Pacific Strategy and Engagement TLC Careers Scholarships LGBTI staff and students network Academic Services ITS Planning Office All faculty-based Rainbow Groups

Risk Level	Opportunity/Risk	Strategic Initiative	Update/comment	Other relationship
	Risk: Failure to identify and support talented Māori and Pacific students into postgraduate study and tertiary sector employment.	**7.3 Identify opportunities for enhancement to Tuākana Learning Community**	**7.3 New initiative Progressing:** *Internal Tuākana Review programme was developed and enhancements to expenditure tracking and Network meetings implemented. Increased sharing of challenges, opportunities and best practice were enabled through formal presentations made by TLC members. Presentations on relevant centrally led initiatives were also held.*	
		7.4 Enhanced engagement with CATS cohorts to support transition to postgraduate study and employment	**7.4 New initiative Progressing:** *Enhancements to support for CATS students were developed, including increased access to student achievement data, more mandatory meetings between CATS scholars and advisors, and more peer to peer events led by Equity Office Advisors. These events have created more opportunities for students to form vital social and academic support networks.*	
		7.5 Enhance support for UniBound students	**7.5 New initiative Progressing**	

Risk Level	Opportunity/Risk	Strategic Initiative	Update/comment	Other relationship
		7.6 Continue to enhance a safe and inclusive environment for LGBTI staff and students	**7.6 On-going:** *LGBTI Network was coordinated and meetings delivered. Achievements included; support for faculty Rainbow Group establishment – there are now Rainbow Groups in every faculty, implementation of Legal Name Change initiative for Trans students and an audit of City Campus Unisex toilets. The Equity Office is also leading planning for key external events next year including the Big Gay out and Pride, significant outreach and marketing and recruitment opportunities, in collaboration with the LGBTI Network, faculties and Central Communications & Marketing.*	
Other BAU related activity: 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.			

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	**Opportunity:** Inclusion of specialist knowledge of Māori academic and professional staff across the University. **Risk:** Decisions made on incomplete information.	**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** • Maintain on-going engagement with Māori staff through the TLC • TECEF Advisory Group enables greater input from Māori staff on funding priorities and decisions. • TECEF Governance Group (made up of the PVC Equity, PVC Māori and Director-Pacific Strategy & Engagement makes TECEF decisions and provides strategic oversight of TECEF enhancement project (Refer 7.1).	**11.1 On-going:** *PVC Equity contributes as a member of Rūnanga; and the Equity Office coordinates Tuākana Learning Community. TECEF enhancement project includes establishment of a new Māori & Pacific Advisory Group; and closer linkages through the Kaiārahi and Student Equity Adviser to, respectively, PVC Māori and Director Pacific Strategy and Engagement.*	PVC Māori Director of Pacific Strategy and Engagement
L	**Opportunity:** Identify and analyse academic promotion success rates for Māori in senior leadership positions. **Risk:** Failure to meet equity UoA KPIs for gender and ethnicity.	**11.2 Analyse data and report on Māori in senior leadership positions** Make recommendations to faculties and service divisions on opportunities to increase	**11.2 New Initiative** **On-going**: *Data has been analysed. Recommendations will be made and disseminated in 2016.*	HR SSC PVC Māori

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	**Risk:** Inadequate data on career progression. **Opportunity:** Planned review of APR. **Risk:** Low number of Māori in senior leadership roles compromises our ability to meet UoA strategic equity objectives. **Opportunity:** Māori leadership role in Equity Office.	the number of Māori in leadership positions. **11.3 Identify key areas in APR that can enhance Māori academics' opportunities for advancement** **11.4 Equity Office Kaiārahi leads engagement with Māori staff**	**11.3 New Initiative Deferred:** *Will be progressed when the HR reviews the APR process in 2016.* **11.4 On-going:** *Well attended Māori staff hui was delivered.*	

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.

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	**Opportunity:** 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. **Risk:** Decisions made on incomplete information.	**12.1 Enhance engagement with Pacific leadership, staff and students to ensure Pacific perspectives in equity strategic planning and staff and student equity activities**	**12.1 On-going:** *The co-location of Student Equity Adviser at CPS; Director Pacific Strategy's membership of TECEF Governance Group, Equity Office support for initiatives has advanced shared priorities for Pacific staff and students.*	Director of Pacific Strategy and Engagement
Other BAU related activity: Continued collaboration with key partners through SLT, Equity Committee, Rūnanga, 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; Shine; Ministry of Social Development; EPHEA and networks. 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:

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	**Opportunity:** Embedding equity awareness in health, safety and wellbeing policies and initiatives. Results in mainstreaming of equity awareness to achieve wider impact. **Risk:** Lack of resources for effective coverage.	**17.1 Contributing to the HR Health, Safety and Wellbeing strategy**	**17.1 On-going:** *Equity Office Health, Safety and Wellbeing Committee established in line with University's H & S protocols. HS&W standing item on SLT agenda and in all EVOLVE meetings. HSW actions will also be included in Equity Office staff EVOLVE objectives.*	POD Associate Director Health, Safety and Wellbeing
		17.2 Participation in Mental Health Wellbeing Steering Group	**17.2 Achieved:** *Work has been completed, and recommendations have been delivered for consideration.*	
		17.3 Participation in Risk Intervention Network	**17.3 On-going:** *Revised model has been implemented allowing for more streamlined and effective operation.*	
		7.4 Embed OSHW objectives for all Equity Office staff in Evolve framework	**17.4 New initiative - Achieved**	
Other BAU related activity: On-going revision of Equity Office Health, Safety and Wellbeing, including updating staff first aid certification, the establishment of a Health, Safety and Wellbeing Committee that meets regularly and manages related reporting and staff initiatives. Continuing collaboration with Property Services and HR for an accessible, safe environment.				

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	**Opportunities:** Increased input from Māori and Pacific reference group enhances TECEF governance. **Risks:** Decisions made on incomplete information could limit effectiveness of TECEF.	**18.1 Review of governance and administration of TECEF**	**18.1 Progressing**: *Refer 11.1*	PVC Māori Director of Pacific Strategy and Engagement
L	**Opportunity:** Requests for advice on enhanced equity governance. **Risks:** Limited influence and effectiveness of some equity governance.	**18.4 Review equity governance including Equity Committee Terms of Reference and faculty governance**	**18.4 New initiative Achieved:** *New ToR and membership has been approved by Council. The new ToR emphasise senior strategic leadership and accountability. Engagement with faculties and service divisions will be achieved via the Communities of Interest across the University. Meetings are scheduled from March 2016.*	Equity Committee Deans
L	**Opportunity**: Enhanced decision-making informed by a comprehensive and robust evidence base. **Risk**: Incomplete evidence base and lack of alignment between data bases limits timely and effective decisions.	**18.5 Contribute to the Reporting Enhancement Project to ensure equity reporting needs are included**	**18.5 On-going**	HR Planning Director Administration

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
Other BAU related activity: Continue to enhance the Equity Office work environment, staff engagement and performance; Managing TECEF allocation, and monitoring expenditure and outcomes supported via the Māori and Pacific TECEF Advisory Group; and governance and strategic oversight from the TECEF Governance Group. Continued development and review of policies, guidelines and procedures; draft UoA submissions on public policy, legislation or other matters, Equity Leadership Project.				

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	2015 Target	2015 Forecast	2015 YTD	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	Compliant
KPI 1.7: E3 (i) Equitable recruitment/retention practices are followed (% and # of Pacific professional staff)	6.0 FTE 21%	-	4.8 FTE 18%	25 HC 24.3% (7.0 FTE 21.7%)	-	-

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

KPI	2014 Actual	2015 Target	2015 Forecast	2015 YTD	2016 Target	2017 Target
KPI2.1: I8(II) Outreach engagement is achieved (# of outreach activities per annum)	131	145	170	210	145	145
KPI 2.2: I8(ii) … (# of educational outreach visit participants per annum)	6564	9700	9600	8074	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%	85%	96.4%	80%	80%
KPI 2.4: I7 Students reach their potential (# of students receiving disability services support)	741	>=665	>=665	775	>=665	>=665
KPI 2.6: I7 Students reach their potential (% of Pacific students receiving disability services support)	4.5%	4.8%	4.8%	5.7%	4.8%	4.8%

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

KPI	2014 Actual	2015 Target	2015 Forecast	2015 YTD	2016 Target	2017 Target
KPI 1.6: S6 Treaty obligations and responsibilities are fulfilled (% and # of Māori professional staff)	5.5 FTE 20%	-	23 HC 39% (5.4 FTE 23.3%)	37 HC 35.9% (8.3 FTE 25.8%)	-	-
KPI 2.5: I7 Students reach their potential (% of Māori students receiving disability advice and support)	8%	7.8%	7.8%	9.9%	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 Forecast	2015 YTD	2016 Target	2017 Target
KPI 1.1 I10 Meet Budget (Net cost achieved as % of budget)	91.5% to end Sept	100%	100%	92.43%	100%	100%
KPI 1.2: I11 (i) Measures effective leadership of reporting through Equity Committee (EC), Senate and Council	UTAS 100% AR 100%[1]	UTAS 100% AR 91.6%	100%	100%	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%	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%	100%	100%

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[1] 100% of faculties and service divisions submitted Equity Annual Reports. PRG was not active during 2015.