



**THE UNIVERSITY  
OF AUCKLAND**

**NEW ZEALAND**

Te Whare Wānanga o Tāmaki Makaurau

**Annual Plan 2013**

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**Equity Office  
Te Ara Tautika**

## **Section One: Planning and budget report statement**

### **Overview and Summary**

#### **Overview - Current and Future State**

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

The Equity Office's leadership in equity strategy adds value to the University's national and international reputation and helps attract, retain and support talented people. These outcomes benefit the intellectual and creative life of the University, support engagement with the University's diverse communities nationally and internationally, and assist the University to contribute to New Zealand's social and economic well-being.

Equity Office activities include strategy, policy, projects, information, resources, training, monitoring, maintaining networks and providing advice. Priorities are to increase recruitment and retention of Māori and equity groups, and to ensure teaching and learning, as well as employment processes, are fair and equitable. These activities help enhance opportunities for success among Māori, as well as for women, Pacific, people with disabilities and other equity groups. Due to this specialist function a number of strategies have become "core business" and are not identified as "new strategic initiatives" in this Plan.

To perform this role effectively, the Equity Office must be recognised as a valued source of expertise within and beyond the University. It must be seen to catalyse thought leadership and engage in equity best practice, based on a robust evidence base, strong relationships and effective service. Its role includes influencing strategic direction, planning and reporting, as well as supporting thinking and behaviour consistent with achieving the University's equity objectives and broader strategic goals.

There are strong relationships between the Equity Office - Te Ara Tautika and the Office of the Pro Vice-Chancellor, Māori (PVC Māori) and the Rūnanga to support The University of Auckland meeting its commitment to Te Tiriti o Waitangi - The Treaty of Waitangi. The Equity Office works closely with the Director of the Centre for Pacific Studies and with the Pacific Reference Group (PRG). Other significant collaborations are with Senior Management Team (SMT), Student Information and Marketing Services (SIMS), Communications, Human Resources, Campus Life, Academic Services, Property Services and the Schools Partnership Office. Relationships with Māori and equity groups both in and outside the University are crucial to the University's success in fulfilling its equity objectives.

Future aspirations include closer collaborations with key stakeholders. This will contribute to improved planning for Māori and equity groups in faculty and service division annual plans. Ongoing implementation of recommendations arising from the University's Review of Equity Groups will ensure monitoring and support is provided for newly identified equity groups.

The Equity Office will also implement strategic, evidence-based communications to ensure staff and students are aware of the support available to them and that this support is aligned with identified needs of specific equity groups as well as the University's strategic objectives for equity. Enhanced communications will also help strengthen recruitment of and outreach to potential students and staff by highlighting how the University is an equitable, and therefore highly desirable, place to work and study.

### **Achieving key objectives**

1. **Opportunity:** Evidence of impact of low socio-economic status (low SES) on participation and success in tertiary education.

**Risk:** Challenge in identifying students from low socio-economic backgrounds.

### **Strategic Initiative (Objective 4): Collaborate with DVC Academic's Office to enhance participation and success of low SES students including identification of and pathways for low SES students.**

2. **Opportunity:** Review of student achievement in context of TEC investment plan guidelines and draft Investment Plan.

**Risk:** Resources to implement required support to enhance student achievement, particularly for Pacific students.

### **Strategic Initiative (Objective 7): Collaborate with the DVC Academic's Enhancing Student Achievement Project.**

3. **Opportunity:** Enhanced decision-making is informed by a comprehensive evidence base.

**Risk:** Incomplete evidence base.

### **Strategic Initiative (Objective 18): Develop "Measuring Indicators of Leadership in Equity" (MILIE) as an annual equity leadership, measurement and benchmarking initiative.**

4. **Opportunity:** Develop a comprehensive understanding of equity related roles and activities in the University.

**Risk:** Timelines dependent on collaboration with project partners.

### **Strategic Initiative (Objective 18): Develop a University of Auckland Equity Activities Map including by collaborating with Faculty Administrative Review (FAR).**

#### **Resource prioritisation**

The Equity Office has reorganised administration, communications and management activities to ensure the Office supports achievement of strategic priorities for The University of Auckland.

#### **Budget strategies to remain within current levels of resourcing**

The Equity Office has reviewed travel and outreach expenses, telephone usage, best practice in professional development and use of shared and fractional positions to ensure expenditure will remain within current funding levels.

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

**Service Division – Strategic Activities:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<b>Opportunity:</b> Increased recruitment/retention of Māori and equity groups <b>Risk:</b> Inaccurate perceptions of the University	<b>1.1 Enhance staff equity outcomes, including by collaborating with HR, SIMS and Communications to enhance the UoA reputation for being an equitable, welcoming and inclusive work environment.</b>		HR, PVC (Māori) SIMS, Communications, Director Centre for Pacific Studies
	M	<b>Opportunity:</b> Increased confidence in UoA procedures. <b>Risk:</b> Barriers to recruitment/retention with perceptions of inequity	<b>1.2 Collaborate with HR to review of professorial women’s salary progression reported to Staffing Advisory Committee (SAC).</b> <b>1.3 Collaborate with HR to report to SAC on APR completions by gender and ethnicity.</b>		HR
		<b>Opportunity:</b> Increased percentages of Māori and Pacific academic and professional staff <b>Risk:</b> Available resources in HR	<b>1.4 Collaborate with HR to ensure their annual report to Equity Committee includes data on Internal Recruitment Service’s objective to meet equity objectives.</b>		HR, PVC Māori, Director Centre for Pacific Studies
		<b>Opportunity:</b> Engage with Māori Staff Network. <b>Risk:</b> Inaccurate staff database	<b>1.5 Initiate regular meeting schedule to meet Māori staff needs and incorporate feedback as appropriate.</b>		PVC Māori
		<b>Opportunity:</b> Increasing percentages of men and women in disciplines where they are underrepresented. <b>Risk:</b> Constraints on recruitment	<b>1.6 Collaborate with Faculties of Science and Engineering to review the recruitment of academic women in STEM.</b>		HR, Deans, Māori and Equity positions and HR Managers in Science and Engineering
<b>Other BAU related activity:</b>					
➤ Review of relevant policies; Participation in department reviews; Maintaining and enhancing collaborative relationships with relevant partners across the University; Participation in the Pacific Reference Group; Analysis of Pacific staffing issues; Ongoing monitoring of employment processes, eg, promotions, appointments; Continue to support internal recruitment service; Identifying strategies to increase percentages of senior women academic and professional staff; Supporting an inclusive environment.					

**Objective 2: An outstanding staff experience where success is celebrated and high levels of engagement achieved**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Increased embedding of best practice in equity. <b>Risk:</b> Non-compliance with Equity Policy and procedures	<b>2.1 Enhance equity component of staff training including new staff, academic heads and managers, and developing further opportunities for staff engagement.</b>		HR, SMT
<b>Other BAU related activity:</b> <ul style="list-style-type: none"> <li>➤ Implement recommendations from the Review of Equity Groups; Develop web page and seminars for mature age workers; Management of the Combining Parenting and a Career programme; Resources for Staff and Students from Refugee Background (SSRB); Participation in Women and Leadership programmes; LGBTI project</li> </ul>					

**Objective 3: An environment in which distributed leadership is developed and valued**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Developing leadership in Māori and equity groups	<b>3.1 Collaborate on leadership opportunities for Māori and equity group staff, eg WIL, National WIL, Māori Staff Network, Pacific Staff Network.</b>		HR, PVC Māori, Director Centre for Pacific Studies
<b>Other BAU related activity:</b> <ul style="list-style-type: none"> <li>➤ Participation in Women and Leadership; Co-facilitating promotions workshops for mid-career, AP women academics; PILOT – Pacific Island Leaders of Tomorrow; Tuākana Learning Community</li> </ul>					

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

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<b>Opportunity:</b> Evidence of impact of low SES on participation and success in tertiary education. <b>Risk:</b> Challenge in identifying students from low socio-economic backgrounds.	<b>4.1 Collaborate with DVC Academic's office to enhance participation and success of low SES students including by identification of and pathways for low SES students.</b>		DVC Academic
<b>Other BAU related activity:</b>					
<ul style="list-style-type: none"> <li>➤ 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.</li> </ul>					

**Objective 5: A student body growing at 1% per annum with increased proportions of international, postgraduate taught and postgraduate research students**

<b>BAU related activity:</b>					
<ul style="list-style-type: none"> <li>➤ Enhance Māori and Pacific access to postgraduate study; Tuākana Learning Community</li> </ul>					

**Objective 6: A substantial increase in annual completions of taught masters, research masters and doctorates**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Increase Māori and Pacific achievement in postgraduate study.	<b>6.1 Collaborative initiatives including through Tuākana Learning Community.</b>		Dean Graduate Studies

**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**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<p><b>Opportunity:</b> Review of student achievement in context of TEC investment plan guidelines and draft Investment Plan.</p> <p><b>Risk:</b> Resources to implement required support to enhance student achievement, particularly for Pacific students.</p>	<p><b>7.1 Collaborate with the DVC Academic's Enhancing Student Achievement Project.</b></p> <p><b>7.2 Contribute to University reporting on Māori and equity group student achievement via annual Equity Reports to Equity Committee</b></p> <p><b>7.3 Collaborate with key partners to develop more effective equity accountabilities.</b></p> <p><b>7.4 Collaborate with SIMS to deliver a 2013 equity survey which will include a student focus.</b></p>		DVC A, Deans, University Librarian, PVC Māori, Director Centre of Pacific Studies, Equity Committee, Marketing (SIMS)
<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ 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, eg, 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.</li> </ul>					

**Objective 8: A distinctive, high quality extracurricular experience that maximises the value to our alumni of their university experience**

<p><b>BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Support and engage with students and their networks including NTM, AUSA, PGSA, AUPISA and Tuākana Learning Community to add value to the University experience; Support of Māori and Pacific student initiatives; Engagement with Campus Life.</li> </ul>
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**Objective 9: A growing output of excellent research across all our disciplines**

**10: Dissemination of high quality research that has the greatest possible impact on and value for New Zealand and the world**

<p><b>BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Strategic communications to effectively promote relevant research that delivers equity outcomes.</li> </ul>
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**Objective 11: Partnerships in which the University and Māori work together to achieve their shared aspirations**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Continue to work strategically with the office of the PVC Māori including by sharing resources, knowledge and professional best practice.	<b>11.1 Develop MILIE to ensure alignment with the Te Tiriti o Waitangi - Treaty of Waitangi and the University's strategic objectives.</b> <b>11.2. Engage with the Centre for Learning and Research and Higher Education (CLeaR) to ensure research and service delivery that supports Māori staff and student aspirations.</b>		PVC Māori
<b>Other BAU related activity:</b>					
<ul style="list-style-type: none"> <li>➤ Enhancing Māori access to undergraduate and postgraduate study; Enhancing Māori staff recruitment, progression and retention (refer back to 1.3); 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, eg, Ngāpuhi festival and Ngā Manu Kōrero; Tuākana Learning Community; The University of Auckland Māori Recruitment Network; Participation in Kaitakawaenga; CATS scholarships.</li> </ul>					

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

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Collaborate with key partners to develop more effective equity accountabilities in faculties and service divisions.	<b>12.1 Engage with faculty staffing committees and service divisions to ensure they are aware of the support available from the Equity Office as well as HR Managers and advisers.</b>		All faculties and service divisions
<b>Other BAU related activity:</b>					
<ul style="list-style-type: none"> <li>➤ 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.</li> </ul>					



**Objective 13: A growing and increasingly diversified revenue base to support our activities****BAU related activity:**

- Continue to investigate sources of philanthropic funding; Oversight and monitoring of TECEF

**Objective 14: Deliver 1.5% of operating revenue from endowment income and current-use philanthropic gifts to provide broad and flexible support for future University initiatives****Objective 15: An infrastructure of the highest quality possible to support our teaching, learning, research, and community engagement**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Expansion of services provided by Statistics Consulting Centre to enable improved access to staff and student data.	<b>15.1 Training to ensure SCC provides a wider range of statistical support.</b>		Statistical Consulting Centre HR Planning Office
<b>Other BAU related activity:</b>					
➤ Contributing to high quality assistive technology for equity outcomes; Collaborating with HR and Planning to obtain relevant data.					

**Objective 16: Sustainable practices to make more efficient use of resources and enhance our environmental performance****BAU related activity:**

- Continue to review ways of working including national and international engagement to ensure sustainable practices and quality work-life balance.

**Objective 17: A safe and healthy environment**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Opportunity:</b> Review of Health and Safety	<b>17.1 Participate on the Health and Safety Framework Design Reference Group.</b>		HR
<b>Other BAU related activity:</b>					
➤ Ongoing revision of Equity Office Health, Safety and Wellness, including updating staff first aid certification.					

**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
	M	<b>Opportunity:</b> Enhanced decision-making is informed by a comprehensive evidence base. <b>Risk:</b> Incomplete evidence base.	<b>18.1 Develop MILIE as an annual equity leadership, measurement and benchmarking initiative.</b>		
	M	<b>Opportunity:</b> Develop a comprehensive understanding of equity related roles and activities in the University. <b>Risk:</b> Timelines dependent on collaboration with project partners.	<b>18.2 Develop a UoA Equity Activities map including by collaborating with FAR.</b>		HR, Director Administration, FAR project
<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 as appropriate for meeting Equity objectives.					

**Objective 19: An international standing that places us in the top half of the groups of leading Australian, British and Canadian universities**

<b>Other BAU related activity:</b>					
➤ Ongoing consultation with New Zealand and appropriate U21 and APRU partners; Ongoing participation in the Go8 Equity Sub-Committee, EOPHEA and international equity benchmarking group.					