



**THE UNIVERSITY  
OF AUCKLAND**

**NEW ZEALAND**

Te Whare Wānanga o Tāmaki Makaurau

**Annual Plan 2014**

---

**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 performance and profile 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 governance, strategy, policy, projects, information, resources, training, monitoring, maintaining networks and providing advice. The Pro Vice- Chancellor (Equity) provides advice to Council in fulfilling statutory obligations. Priorities are to ensure that Māori and Pacific students participate and achieve at all levels at least on a par with other learners; 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 such as lesbian, gay, bisexual, transsexual and intersex (LGBTI) staff and students. Due to this specialist function an increasing 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. Contributing to the development of the Reporting Enhancement Project will, in the longer term, enable access to the project's evidence base which will underpin these activities (see Priority 1).

Equity strategies must remain dynamic and responsive. On-going implementation of recommendations arising from the University's Review of Equity Groups will ensure monitoring and support is provided for identified equity groups. Students from low socio-economic (SES) and refugee backgrounds and male staff and students in disciplines in which they are under-represented are included in the priority initiatives for 2014 (see Priorities 2 and 3).

There are important relationships between the Equity Office 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 Pacific Strategy and Engagement and with the Pacific Reference Group (PRG). Other significant relationships are with Council, 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.

The Equity Office's communications will aim to ensure staff and students are aware of relevant university commitments, policies and resources to support strategic equity objectives. Enhanced communications will help strengthen recruitment of and outreach to potential students and staff by highlighting the University as an equitable, and therefore desirable, place to work and study. Opportunities exist for internal communications that include on-line training, videos, workshops and FAQs (see Priority 4).

**Achieving key objectives****Priority 1. Partnerships with Māori**

Opportunities:	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.
Risk:	Decisions made on incomplete information.
Strategic initiative: 11.1	Equity Office to engage regularly with Māori academic and professional staff to ensure Māori perspectives in equity strategic planning and staff and student equity issues.

**Priority 2. Enhanced relationships with key partners**

Opportunity:	Specialist knowledge and relevant research of Pacific academic and professional staff across the University.
Risk:	Decisions made on incomplete information.
Strategic initiative: 12.1	Equity Office to enhance engagement with PRG to ensure Pacific perspectives in equity strategic planning and staff and student equity issues.

**Priority 3. Support inclusion of low SES and refugee backgrounds in Undergraduate Targeted Admission Scheme (UTAS).**

Opportunity:	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 students from low SES and refugee backgrounds.
Risk:	Inadequate resources for the new UTAS group members. Resistance to implementation.
Strategic Initiative: 4.1	Enhanced understanding and use of UTAS in faculties.

**Priority 4. Investigate the gender balance in disciplines where men are under-represented. (this will also support achievement of Objective 1).**

Opportunity:	Improved gender balance in disciplines where men are currently under-represented
Risk:	Entrenched stereotypes of gendered occupations.
Strategic Initiative: 4.2	Review the evidence for gender imbalance in disciplines where male staff and students are under-represented.

**Priority 5. Develop resources to support equity best practice including in recruitment, selection and induction.**

Opportunity:	New technology such as “Red-carpet” can enhance dissemination of equity information to raise staff awareness and capability.
Risk:	New staff are unaware of University policy and practices; turn-over and restructuring can result in loss of institutional equity knowledge and longer serving employees may not have had adequate exposure to equity principles at the time of their induction.
Strategic Initiative: 1.1	Develop an induction information package that will be piloted in the Equity Office and then available for the wider University.
Strategic Initiative 1.2	Contribute to equity capability in both on-line and face to face recruitment and selection training.

**Operational risks**

Resource prioritisation	Most objectives can be funded from within existing resources however, expansion of UTAS categories will require further investigation into scholarships and support through External Relations (see Priority 2). The collaborative nature of the Equity Office’s work enables joint sponsorship of initiatives.
Budget strategies to remain within current levels of resourcing	The Equity Office has reorganised administration, communications and management activities to ensure the Office supports achievement of strategic priorities for the University of Auckland. 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.

**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**

KPI	2012 Actual	2013 Target	2013 Forecast	2014 Target	2015 Target	2016 Target
KPI 1.4: 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)						

**Comment on performance:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<p><b>Opportunity:</b> New technology such as “Red-carpet” can enhance dissemination of equity information to raise staff awareness and capability.</p> <p><b>Risk:</b> 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><b>1.1 Develop an induction information package that will be piloted in the Equity Office and then available for the wider University.</b></p> <p><b>1.2 Contribute to equity capability in both on-line and face to face recruitment and selection training.</b></p>		Director HR SODU HR Advisory
		<p><b>Opportunity:</b> Restructuring processes can enable monitoring and implementation of best practice in equity.</p>	<p><b>1.3 Collaborate with HR on Equity monitoring of change processes.</b></p>		HR SODU

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<b>Risk:</b> Restructuring can result in loss of equity capacity.			
<p><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; On-going monitoring of employment processes, e.g., promotions, appointments; Continue 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 SODU 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

KPI	2012 Actual	2013 Target	2013 Forecast	2014 Target	2015 Target	2016 Target
KPI2.1: I8(II) Outreach engagement is achieved (# of outreach activities per annum)	143	145	140	145	145	
KPI 2.2: I8(ii) ... (# of educational outreach visit participants per annum)	9225	9686	9600	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	70%		75%	80%	
KPI 2.4: I7 Students reach their potential (# of students receiving disability services support)	743	>=665		>=665	>=665	
KPI 2.6: I7 Students reach their potential (# of Pacific students receiving disability services support)	4%	4%		4.8%	4.8%	

3	H	<p><b>Opportunities:</b> 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 students from low SES and refugee backgrounds.</p> <p><b>Risks:</b> 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. Demand needs to be monitored to ensure resources and places are sustainable.</p>	<p><b>4.1 Enhanced understanding and use of UTAS in faculties.</b></p>		<p>DVC Academic PVC Māori Director of Pacific Strategy and Engagement External Relations Deans</p>
4	M	<p><b>Opportunity:</b> Improved gender balance in disciplines where men are currently under-represented</p> <p><b>Risk:</b> Entrenched stereotypes of gendered occupations.</p>	<p><b>4.2 Review the evidence for gender imbalance in disciplines where male staff and students are under-represented.</b></p> <ul style="list-style-type: none"> <li>• BFS (Board Foundation Studies)</li> <li>• Nursing</li> <li>• Education</li> <li>• Pharmacy</li> </ul>		<p>Dean FoEd Dean FMHS HR</p>
<p><b>Other BAU related activity:</b></p> <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 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**

KPI	2012 Actual	2013 Target	2013 Forecast	2014 Target	2015 Target	2016 Target

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	M	<p><b>Opportunities:</b> Enhanced Māori and Pacific student achievement. Optimum use of funding. Enhanced decision-making.</p> <p><b>Risks:</b> Lack of accountability for outcomes.</p>	<p><b>7.1 Collaborate with DVC (Academic) and Dir. Administration to review the transparency and effectiveness of the TECEF funding for Māori and Pacific student outcomes.</b></p> <p><b>7.2 Ensure effective Māori and Pacific engagement in the allocation of TECEF funding.</b></p>		PVC Māori Director of Pacific Strategy and Engagement
	M	<p><b>Opportunity:</b> Greater support could be provided for Pacific students who have carer responsibilities.</p> <p><b>Risk:</b> Pacific students may not be able to perform to their potential and/or have to withdraw from studies without support for carer responsibilities.</p>	<p><b>7.3 Investigate providing resources to support Pacific students with carer responsibilities.</b></p>		Director of Pacific Strategy and Engagement Campus Life
<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, 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.</li> </ul>					



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

KPI	2012 Actual	2013 Forecast	2013 Target	2014 Target	2015 Target	2016 Target
KPI 1.6: S6 Treaty obligations and responsibilities are fulfilled (% and # of Māori professional staff)	>=20.1%	>=20.1%		>=20.1%		
KPI 2.5: I7 Students reach their potential (% of Māori students receiving disability advice and support)	6.30%		7%	7.8%	7.8%	

**Comment on performance:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
1	M	<p><b>Opportunity:</b> 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><b>Risk:</b> Decisions made on incomplete information.</p>	<b>11.1 Equity Office to engage regularly with Māori academic and professional staff to ensure Maori perspectives on equity strategic planning and staff and student equity issues.</b>		PVC Māori

**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**

KPI	2012 Actual	2013 Target	2013 Forecast	2014 Target	2015 Target	2016 Target

**Comment on performance:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
		<p><b>Opportunity:</b> Specialist knowledge and relevant research of Pacific academic and professional staff across the University.</p> <p><b>Risk:</b> Decisions made on incomplete information.</p>	<b>12.1 Equity Office to enhance engagement with PRG to ensure Pacific perspectives in equity strategic planning and staff and student equity issues.</b>		Director of Pacific Strategy and Engagement
2	L	<p><b>Opportunity:</b> Increase collaboration, dissemination and engagement</p> <p><b>Risk:</b> Inadequate communication flow and lack of equity capability</p>	<p><b>12.2 Strengthening networks and communities of practice including</b></p> <ul style="list-style-type: none"> <li>• UTAS liaison</li> <li>• Disability Liaisons</li> <li>• Faculty Equity chairs</li> <li>• FSC (Faculty Staffing Committee)</li> <li>• AHAG (Academic Heads Advisory Group)</li> <li>• Enhance engagement with Deans and Directors</li> </ul>		Deans Directors Chairs of FSCs Chairs of Faculty Equity Committees Disability Liaison AHAG
<p><b>Other BAU related activity:</b></p> <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 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	<b>Opportunity:</b> Mainstreaming equity awareness to achieve wider impact <b>Risk:</b> Lack of resources for effective coverage	<b>17.1 Collaborating with HR to develop "Wellbeing" framework initiatives.</b>		SODU Health and Safety
<b>Other BAU related activity:</b> <ul style="list-style-type: none"> <li>➤ On-going revision of Equity Office Health, Safety and Wellness, including updating staff first aid certification.</li> </ul>					

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

KPI	2012 Actual	2013 Target	2013 Forecast	2014 Target	2015 Target	2016 Target
KPI 1.1 I10 Meet Budget (Net cost achieved as % of budget)	92.6%	100%		100%	100%	
KPI 1.2: I11 (i) Measures effective leadership of reporting through Equity Committee (EC), Senate and Council	UTAS 100% AR 91.6%	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	95%	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%	

**Comment on performance:**

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/ Comment	Other faculty/service division relationship
	L	<b>Opportunity:</b> Enhanced decision-making informed by a comprehensive evidence base. Reporting Enhancements Project will enable timely and accessible information provided from an authenticated data source. <b>Risk:</b> Incomplete evidence base and lack of alignment between data bases (e.g. employee applications and appointments).	<b>18.1 Participate in development of the Reporting Enhancement Project</b> <ul style="list-style-type: none"> <li>Engage with HR and Planning to obtain timely , accurate and relevant data</li> </ul>		HR Planning Director Administration
	L		<b>18.2 Integrate KPIs – extrapolate Equity leadership</b> <ul style="list-style-type: none"> <li>KPIs Plus: reflect and review meeting our objectives (incl through Midyear and Annual reporting)</li> </ul>		

**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.