



**THE UNIVERSITY
OF AUCKLAND**

**NATIONAL INSTITUTE OF
CREATIVE ARTS AND INDUSTRIES®**

Annual Plan 2007

Elam School of Fine Arts

Section One: Overview

Elam's Mission

The Elam School of Fine Arts (Elam) aspires to be the foremost centre of innovative and contemporary visual-arts, practice, research and teaching in New Zealand. As an art school Elam is committed to making a sustained contribution of excellence and significance to the artistic culture of New Zealand through:

- The design and delivery of high quality academic programmes founded on an open approach to creative practices
- The scholarly and creative activities of the its staff and graduate students
- An active engagement with a broad range of allied, national and international; communities and creative industry groups, visual-arts sector institutions of the highest standing, and a wide range talented individuals

Recent Change

Since 2005 Elam has experienced a substantial range of changes across all areas of its operation. The staffing profile and degree structures were transformed significantly over this period. In 2006 thirteen new permanent academic positions were established within the school. Of the many factors driving this change perhaps the most meaningful for the school has been the reversal of the previous ratios of fixed term to permanent academic staff and a strengthening of the future and opportunity associated with permanent academic appointment.

Teaching and Learning

An entirely new curriculum framework, in line with the University's new 120 point credit system, was rolled out throughout the School over 2006. The 're-designed' curriculum set about facilitating an 'interdisciplinary' set of studio-based programmes, supported by developed programmes in 'Critical Studies'. Additionally during 2006 the previous two year MFA Degree Programme was replaced with two stand alone Degrees. A one year PGDipFA followed by a one year MFA Degree. At all levels the new curriculum sought to clarify and improve programme aims and learning expectations. The new curriculum seeks to promote creative enterprise and enhancement of learning opportunities in ways that are consistent with internationally recognised leading practice initiatives. The School has sought to, develop student understanding of the potential of its learning programmes and to foster the achievement of excellence. As a result of these developments Elam has established an educational framework of quality and difference that has already allowed it to emerge as distinct and innovative amongst New Zealand Art Schools.

Ongoing Development

Although the School is still at the early stages of implementing many new initiatives, over 2006 it has reached a point where it is now able to capitalise on the introduction of the developments within the syllabus. It needs to ensure the continuation of a policy of progressive improvement and development.

The key issues facing the school in 2007 include:

- The need to continue the development of its postgraduate programmes and their promotion. A new rigour and enthusiasm has emerged from these programmes over 2006 that should serve to encourage more students to consider taking up postgraduate study. However, the number of enrolments needs to be increased significantly if postgraduate research programmes are going to influence the future development of the school.
- The strengthening of its research activities and profile. To achieve this goal, attention needs to be given to the development of internal support measures for researchers together with improved discovery and enticement of external funding opportunities
- The refinement of "achievement standards" and pathways that lead to the completion of higher level degrees. In doing this the school needs to be cognisant of international trends in higher education such as those associated with the work undertaken through

Bologna Process consideration of research degree pathways in the art and design schools.

- The promotion of diversity of its student body. Central to this is the development of the school's profile and relationships with secondary school - students, teachers and parents
- Improving the understanding of the various academic roles and responsibilities established within the school over 2006. This will also need to be supported by enhancement of the school's recently established committee and internal advisory panel structure

Research

The School has commenced the development of its 2007 Research Plan. The 2007 Research Plan will detail key issues and implementation strategies for the coming year.

Key topics will include:

- The identification of and strengthening of existing research and excellence.
- The development of new areas of research with attention being given to the establishment of international networks.
- Developing the postgraduate research programme and establishing an international profile for this programme.

International Artist Residency Programme

The International Artist in Residence programme aims to support the School in its efforts to positively contribute to the development of the contemporary visual arts in New Zealand and to the quality and internationalisation of the NICAI research networks. A thorough review of the International Artist in Residence Programme was recently undertaken. A new Residency Committee and selection panel has been established that includes the recently appointed Director of Auckland's Artspace and the Director of NICAI's Centre for New Zealand Art Research and Discovery, as external advisors. As result of the review a new set of programme objectives and key organisational mechanisms have been put in place.

From 2007 the residency programmes will place increased emphasis on the engagement of visiting artists with postgraduate students. A schedule of visiting artists has been proposed for 2007 including artists from; China, the United States, Germany and the United Kingdom, in addition to partnerships with national level art galleries.

Development of Learning Pathways

Work has commenced on the establishment of a four year BFA degree that would include the award of Honours in its final year. The School will continue to review its capability of supporting various pathways through postgraduate study. The possibility of offering a broader range of research-project activities within its new "MFA by Research Project" Degree will be considered. Over 2007 a pathway supporting curatorial projects will be developed within the MFA by Research Project Degree.

Ongoing Stability

The School has been successful in achieving financial stability. With the institution of careful EFTS projection, and the ongoing monitoring of internal resource allocation, previous difficulties in the management of the expenditure / revenue differential have been overcome. It is essential that the School continue to maintain this strong fiscal position and keep looking at improving its disbursement of resource. It is also important that staff of the School keep working to improve lines of revenue, including targeted EFTS growth and PBRF related funding.

The Role of the George Fraser Gallery

It is intended that the George Fraser function as a public extension of Fine Arts teaching and learning activities. The George Fraser will continue its programme of integration with the learning-programmes of the School. In 2007 significant portions of the Gallery's timetable will be allocated to the various learning -programme areas of the School. Periods of public access will be the responsibility of programmes such as, 'Studio 1' or 'MFA'. By functioning as an *active learning programme and public interface* the Gallery objectives are as follows:

- To operate as an extension of the learning programmes in Fine Arts
- To facilitate improved public engagement with the range of student activities occurring within the School
- To introduce the innovations often generated by student activities to a the professional community and assist in breaking down resistance to the new forms of art practice originating from the School

Tuhura

2006 saw the establishment in the School of Fine Arts of Tuhura. Tuhura aims to support students through learning supported by a contemporary Maori kaupapa. Tuhura is not a stand alone academic unit within Fine Arts. Tuhura emphasises integrated learning strategies supporting individual students throughout the various programmes and levels of the School. All students engaged with Tuhura maintain a direct involvement with the core learning programmes of the School. Over 2006 Tuhura students could work simultaneously under the tutorship of staff attached to Tuhura. Tuhura aims to develop strategies that may further support learning infused with Maori kaupapa across the School. It is important to note that for sometime now the majority of Maori students in Fine Arts have chosen to base themselves within the main studio environments.

Section Two: Planned activities aligning with the University's strategic objectives

International Standing

- 1. Establish The University of Auckland, New Zealand's premier research University, as a peer of the world's leading autonomous universities through association and collaboration, and by an active presence in the international academic community.**

NICAI contributes to this key University objective through striving to develop its presence and profile as an international player in creative arts and industries education, practice and research by developing strategic and collaborative alliances; by disseminating knowledge and creative outputs; and through Faculty and student participation in conferences, exhibitions and performances.

In pursuit of this objective, in 2007 NICAI will:

- Develop and maintain a website which is creative, innovative and informative, is easy to navigate and accessible to all stakeholders
- Investigate the feasibility of establishing a U21 network of creative arts and industries Faculties/Schools
- Actively participate in programmes and projects under the auspices of the European League of Institutes of the Arts and the International Council of Fine Arts Deans
- Facilitate an equitable, Faculty-wide approach to accessing conference funding for presentation of papers; develop equivalences in the creative disciplines
- Participate in trans-Tasman forums, including the Australasian Heads of Schools of Architecture forum, the Australasian Heads of Planning Schools forum (ANZAPS), and the Australasian multi-disciplinary creative arts institutions annual roundtable; develop linkages to such forums in Music and Fine Arts
- Consolidate existing international partnerships through identifying and developing at least one project involving staff of each of the partner institutions

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Make full use of the NICAI website – with specific attention to; developing the representation of researcher profiles and achievements, graduate student profiles, international activities, and teaching & learning initiatives**
- **Utilise previously established connections and partnership agreements with The Glasgow School of Art to develop a joint research initiative.**
- **Continue to develop the profile of Elam International Artist Residency Programme. To instigate project partnerships with relevant, significant art galleries and museums throughout the country linking residencies to a national, and by association, international community.**

- 2. Create a distinctive international educational experience for our students, in Auckland and overseas.**

NICAI addresses this objective through its strategic development of its international student profile, facilitating high quality support for its students, enabling student mobility, and providing a curriculum relevant to a diverse student body.

In pursuit of this objective, in 2007 NICAI will:

- Meet its designated international student target of 151 EFTs (2007)

- Noting that Music is the only School in NICAI that has seen substantial growth in international student numbers over the past three years, support each of the other Schools to develop strategies and action plans for developing their international student profile over the coming three year period
- Ensure that its programmes, particularly professionally accredited programmes, are aligned with international trends being initiated through processes such as the Bologna Agreement, to ensure relevance, and current and future recognition of professional qualifications
- Migrate the principles of diversity-based curriculum (successfully implemented in the School of Architecture and Planning) across the Schools/Programmes of NICAI
- Support and develop the work of the NICAI International Student Liaison Committee (ISLC) by clarifying the role of the committee through the development of Terms of Reference; develop a strategy and plan for the work of the ISLC to ensure that it fulfils its academic, social and pastoral care role for international students; through the ISLC members, provide identified points of contact for advice and support in each School; promulgate the role and responsibilities of the ISLC throughout the Faculty

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Investigate the possibility of establishing for international students a version of the Taaakana type mentoring process within the School in liaison with the NICAI ISLC**
- **Actively promote the interdisciplinary studio programme through the NICAI web-site creating a recognisable point of difference with other national & international providers**
- **Actively promote the international dimensions within the School, including: international students and their programmes of study and international visitors to the School. Investigate the possibility of establishing an international student web-page**
- **Develop the integration of the International Artist in Residency Programme with the Teaching and Research Programmes with particular focus on involvement with postgraduate programmes (as appropriate for the goals of the Residency Programme)**
- **Continue to develop opportunities for students to travel and experience international contemporary art (*preliminary work has commenced on a postgraduate group trip to visit New York art galleries and museums in 2007*)**

Research and Creative Work

- 3. Achieve a PBRF ratio of A:B:C:R rated researchers working at the University of 20:50:22:8 through the development of a high quality research environment.**

NICAI is engaged in developing a strong, long-term interdisciplinary research programme. Departmental and Faculty commitment is demonstrated through increased participation in and contribution to research committees and the establishment of research seminar series at both levels. NICAI established robust processes in the preparation of staff evidence portfolios in the 2006 PBRF Quality Assessment Exercise.

In pursuit of this objective, in 2007 NICAI will:

- Develop and implement a Faculty research induction workshop and mentoring programme for new staff, to explain University research policies and processes and to highlight University-sponsored and external funding opportunities
- Monitor departmental workload policies to ensure these protect adequate research time for academic staff

- Develop distinct funding streams that channel PBRF-derived income in the strategic support of staff research and that complement both University and Department level funding sources
- Encourage annual reviews of research portfolios to ensure that staff are assisted to enhance their research profiles for the next round in 2012

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

The School's Research Committee will prepare a 2007 Fine Arts Research Plan by mid December 2006 that will expand on and develop the following objectives:

- **The development of strategies to support an increase in the internationalisation of exhibition and publication outcomes**
- **The development of strategies to support an increase in national level of research exhibition and publication outcomes**
- **Consider strategies that may support an increase in peer review and citation associated research outputs**
- **Strategically develop international research partnerships (see for example Objective 1 – Glasgow School of Art Research Partnership)**
- **Develop a School-based mentoring programme to support early career researchers and to assist newly appointed staff in the development and pursuit of their research programmes**

4. Achieve 800 masters and 500 doctoral completions per annum through the development of an international quality graduate programme.

NICAI is aware of the ongoing need to monitor and improve the quality of postgraduate supervision with a view to minimising the time required to completion. Having failed to meet postgraduate targets in Architecture and Fine Arts in 2006, a focus is on these areas in the recruitment activities underway for 2007.

In pursuit of this objective, in 2007 NICAI will:

- Maintain and improve annual Auckland-based postgraduate recruitment events (see also Objective 7)
- Undertake three postgraduate information and recruiting events outside the greater Auckland region, building on pilot events held in 2006 (Wellington)
- Work with CPD to produce two Faculty workshops aimed at improving the supervisory practices of postgraduate research students, especially in the named doctorates
- Introduce the Dance subject area in the PhD
- Develop improved mechanisms for the dissemination of staff and postgraduate student research, including via the NICAI website
- Develop a model for the delivery of a "Summer Masters" in at least one Faculty programme; pilot this model in the summer of 2007-08.

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

For the PGDipFA and MFA Programmes

- **Continue to develop the profile of both PGDipFA & MFA courses on NICAI / Elam website – course structure, staff profiles, student profiles, graduate success & international dimension**
- **Improve marketing for both PGDipFA & MFA striving to ensuring numbers coming through to PGDipFA are adequate to sustain an MFA programme comprising of 25 EFTS**

- Continue work on the development of a pathway to MFA completion - 4 yr BFA (with final Hons yr) + 1yr MFA aligning the programmes with national and international developments such as those supported through the Bologna Process
- Investigate opportunities for new fields of activity within the Postgraduate Programmes; examples of this being the consideration of Curatorial Practice within the MFA by Research Project Degree and the development of a Summer School type MFA programme (see point below)
- Collaborate with NICAI to design and instigate a “Summer MFA” programme, based on current MFA regulations, to be piloted over the 2007 – 2008 summer.

For the Doctor of Fine Arts Programmes (DocFA)

- Build Doctoral Programme website presence – course structure, student profiles, international interests within programme (although majority of candidates are domestic a wide cultural range of candidature is reflected in research projects)
- Institute a performance event in provisional year linked to programme continuity
- Initiate a graduate seminar programme with special attention to the needs of DocFA candidates
- Institute research methodologies seminar targeting provisional year candidates but encouraging programme wide participation (carried over from 2006)

5. Provide enhanced support for research activities by doubling external research income to \$270M per annum.

The Faculty is pursuing a number of pathways to improve its capability in the area of external research funding, in which it is currently relatively weak. In the creative and performing arts, while the outcomes of research are “counted”, there are no nationally competitive funding streams available to which these artists (particularly fine artists and musicians) can apply to fund the development of their research outcomes. Further, the university provides no infrastructure for the academic staff of Elam School of Fine Arts to undertake research/practice in the School. The situation is similar in Music.

In pursuit of this objective, in 2007 NICAI will:

- Capitalise on the development of the proposal for a Centre for Urban Futures (2006 Centre of Research Excellence CoRE bid). While awaiting the outcome of the CoRE application, recast the bid as an application to other funds including Marsden, FoRST and GIPI
- In conjunction with the Research Office, develop reliable mechanisms for ensuring that all staff are regularly updated on forthcoming funding opportunities
- Develop strategies for seed-funding the development of research proposals
- Continue to work with the Research Office and the Deputy Vice-Chancellor (Research) in the ongoing effort to redress the contradictions and inequities in research funding in the creative and performing arts with a view to attaining better government research support in the creative arts and industries, and the flow-on effects to the university sector; explore international funding possibilities to support creative work
- Seek recognition of leading edge practice in Architecture and Planning as PBRF assessable outcomes
- Work with Schools to establish structures for staff mentoring; develop guidelines for staff mentoring; ensure that all new staff have mentors appointed

Preamble: Fine Arts research is typically different from in other areas of the University in that research occurs in the following ways.

- ***Researchers usually work alone in their creative endeavours.***
- ***Compared with many University Research projects, there a large numbers of small projects undertaken by individuals which only require modest funding.***
- ***Researchers rarely construct topics in response to established funding categories.***

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Initiate the strategic development of research clusters within the School in-part towards attracting external funding. Explore linking the activities of these clusters with the Centre of New Zealand Art Research and Discovery (CNZARD).**

6. Develop large-scale research institutes of excellence.

Although NICAI is not in a position to develop a large-scale research institute at this time, several initiatives in interdisciplinary research are seen as preliminary steps in this direction.

In pursuit of this objective, in 2007 NICAI will:

- If successful with the CoRE bid (or other funding application), establish the necessary infrastructure to launch the Centre
- Identify, and develop strategies to support, emerging research clusters in the Faculty, with particular focus on supporting interdisciplinary clusters

Teaching and Learning

7. Achieve a high quality student body with an annual growth rate of equivalent full-time students of 1 %. This student body to be composed as follows: 78 % in undergraduate, 12 % in taught postgraduate and 10 % in research postgraduate programmes.

NICAI addresses this objective by working to attract excellent students, particularly at postgraduate level, through effective marketing of postgraduate programmes and public celebration of student achievements.

In pursuit of this objective, in 2007 NICAI will:

- Develop new measures to advertise and enhance the appeal of NICAI postgraduate programmes to potential students (e.g. postgraduate evenings at locations outside Auckland, as in 2006; identification of postgraduate “ambassadors” – recently successful students – to help promote the programmes)
- Publicise postgraduate research achievements, doctoral topics, and study programmes on the NICAI website, and include key words that will attract visitors to the home page
- Explore additional means of “Celebrating Student Success” so as to raise the public profile of our postgraduate students and programmes, and popular recognition of their contribution to national, community and industry goals; use the Faculty website to show postgraduate studio teaching and exciting studio projects in progress

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Increase contact with secondary teachers throughout Auckland and New Zealand. Regular email updates with teachers and a programme of visits to the School by secondary school groups will be put in place. The 2007 programme of schools visits will commence in the early stages of the academic year.**
- **Develop increased public awareness of Visual Communication Design at Elam on the appointment of academic leadership in this area.**
- **Develop postgraduate student presence on the website promoting student success and programme initiatives (see also Objective 4 – PGDipFA and MFA, DocFA)**

8. Create a curriculum meeting the highest standards of excellence across the University.

NICAI addresses this objective by introducing key initiatives to enhance the structure and content of the curriculum across the Faculty, ensuring regular evaluation of all Faculty programmes, and improving staff and student participation in a Faculty culture of curriculum development.

In pursuit of this objective, in 2007 NICAI will:

- Develop the necessary timetabling mechanisms to support interdisciplinary project-based teaching
- Develop the Faculty project in the Scholarship of Studio Teaching, aimed at enhancing inter-disciplinary studio teaching & learning projects and best studio teaching practice across all Faculty of disciplines
- Develop the Faculty project in Drawing, aimed at enhancing the understanding of drawing (inscriptive practices) in all Faculty disciplines, and exploring opportunities for inter-disciplinary teaching projects in drawing.
- Assist all Faculty departments to develop and implement their own course evaluation plans in line with UoA policy
- Carry out Graduating Year Reviews for BVA and BPerfArts degrees in 2007
- In conjunction with the Centre for Professional Development, offer a series of workshops for staff to improve understanding of pedagogy, the curriculum, and the process of course design and delivery, particularly in the context of studio teaching
- Engage the departmental Advisory Boards in issues of curriculum content, graduate profiles, and employability

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Continue to develop and enhance the new interdisciplinary BFA curriculum**
- **Establish a programme of teacher development specific to the studio environment following through on work undertaken at the 2006 Fine Arts Undergraduate Teaching Retreat**
- **Establish three-year long external assessor programmes seeking feedback based on longer term observation capable of reflecting upon programme developments**
- **Through Tuhura staff, liaise with Associate Dean EO & Tuakana Coordinator towards the enhancement of the School's Maori and Pacifica learning programmes**
- **Investigate the possibility of interdepartmental collaboration in future offerings of , FINEARTS 103 'Drawing and Related Practices'**

9. Create and maintain an outstanding teaching and learning environment.

NICAI addresses this objective by enhancing the studio learning environment, the research-teaching nexus, and supporting measures to make best use of new teaching, e-learning and information technologies.

In pursuit of this objective, in 2007 NICAI will:

- Facilitate Faculty discussions and forums to review best practice and model structures for creating and enhancing the research-teaching nexus
- Continue to provide Faculty support for innovations in the use of new e-learning technologies; create communities of interest among staff and students to develop and review such innovation

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Continue to undertake annual student evaluations of courses and teaching performance. The School will review the standard student evaluation surveys towards the development of questionnaires and evaluation processes better matched to the studio-based learning.**
- **Through the Programme Leader Committee, monitor and review studio space usage towards improved understanding of needs and possible improvements/developments (see also Objective 18)**
- **Develop a curriculum for a BFA degree with an Honours award in the final year.**
- **Facilitate School discussions and forums to review best practice and model structures for creating and enhancing the research-teaching nexus**
- **Improve the systems and methods used for the assessment (formative and summative) of student work and progress**
- **Ensure appropriate health and safety measures are in place in all workshop areas within the School.**
- **Increase the application of Elam studio staff to Cecil usage (*the use of Cecil is already in use by staff working on the School's lecture-based Critical Studies courses but has been used for little beyond assessment in studio-based courses*)**

Te Tiriti o Waitangi / The Treaty of Waitangi

10. Fulfill the responsibilities and obligations of the University under Te Tiriti o Waitangi.

NICAI is committed to fulfilling its obligations under the Treaty of Waitangi, to advancing the presence and participation of Maori staff and students in all areas of Faculty activity, and to promoting shared understanding and celebration of Maori culture.

In pursuit of this objective, in 2007 NICAI will:

- Work with the University to facilitate access to an effective language support system for students who come from total immersion Maori language backgrounds (Kura Kaupapa) to enable transition into a bilingual learning environment
- Consult with the new PVC Maori and the EO Committee on the Te Reo Maori Policy issues discussion document developed by NICAI in 2006
- In conjunction with the Student Learning Centre, Medical Health Sciences and the Faculty of Education, carry out the first phase of a special study on learning support (TLRI grant awarded in 2006 to support this project)
- Develop the Tuaakana and Intellectual Entrepreneurship programmes with the aim of recruiting and retaining Maori and Pasifika students, supporting them to succeed in their

undergraduate programmes, and facilitating confidence and enthusiasm to progress to postgraduate study

- Participate in an “indigenous peoples” student exchange project with VCA, Emily Carr and the Pacific Northwest College of Art
- Assist Schools in developing new intercultural courses
- Set up a Maori student network, supported by a Maori member of staff
- Participate in the 2007 “Steam Ahead” outreach and recruitment programme

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Continue to Develop the Tuhura concept as a Maori and Pasifika staff lead and School wide responsibility. Establish appropriate support measures for all interested Maori and Pasifika students throughout the School linking where appropriate with the Tuakana programme**
- **Continue to develop the Tuhura philosophy within the wider studio learning environment of the School with particular emphases in 2007 on early introduction of Tuhura lead activities through the Studio 1 and 2 programmes**
- **Develop secondary school contact programme aiming at diverse recruitment with attention to improving recruitment rates for Maori and Pasifika students and students from disadvantaged or minority ethnic communities (*also see reference to secondary schools contact in Objective 7*)**

Community Engagement

11. Develop effective partnerships with the University’s local, national and international communities.

NICAI has a role and a responsibility to engage with, influence, and enrich the cultural life of the local, national and international communities and the defining of national identity. NICAI is committed to ensure that it addresses the priorities and responds to the needs of all New Zealanders, celebrating the opportunities that the rich diversity of the New Zealand demographic offers. NICAI is uniquely placed to be a window for the community to the University through its programme of exhibitions, performances and related activities. NICAI is also conscious that its outputs will be most successful if the Faculty is advised and informed by its professional and industry communities.

In pursuit of this objective, in 2007 NICAI will:

- Establish Advisory Boards for each School/Programme (action deferred from the 2006 Annual Plan)
- Continue to support students to participate in international events and showcases
- Clearly identify schools in the Auckland and wider region with which NICAI seeks to build strategic ongoing relationships; focus resources on those schools identified and engage with them through interactive projects for able and disabled students
- Develop and implement a strategy for building the profile of the Centre for New Zealand Art Research and Discovery (CNZARD) as a conduit for the University’s community engagement particularly through the exhibition and public programmes of its galleries, the Gus Fisher Gallery and the Window
- Sustain and further develop active partnerships with the wider artistic community, arts festivals (such as the Auckland Triennial 2007 and AK07), professional organisations, including the professional institutes (NZIA, NZPI), the professional symphony orchestras (particularly the Auckland Philharmonia Orchestra), NZ Opera, Royal New Zealand Ballet, contemporary dance companies, public and private galleries
- Develop NICAI’s non-tertiary provision through the work of the Academy of Music; scope and trial the potential to extend the work of the Academy to disciplines other than Music

- Strengthen the Intellectual Entrepreneurship ("citizen-scholar") postgraduate mentoring scheme and assess its benefits

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Continue to develop and strengthen project partnerships with public art institutions and events linked to the Elam International Artist Residency Programme. Develop the relationship between this programme and the CNZARD (see also Objective 5)**
- **Liaise with NICAI Dean with regard to establishing an Advisory Board for the School**

12. Engage alumni and friends in mutually supportive and productive relationships.

NICAI recognises that our alumni are one of our most valuable resources. Yet, we have little information and few strategies for building and mobilising alumni engagement and support.

In order to address this, in 2007 NICAI will:

- Assess the extent of current informal engagement with alumni in all Schools; document and formalise existing links
- Develop and implement strategies to induct new graduates into alumni activities and to strengthen connections with existing alumni
- Generate Faculty communications with alumni which complement communications from the Alumni Office in External Relations
- Facilitate alumni and friend support for, and participation in, NICAI creative performances and exhibitions locally and internationally
- Identify potential prospects and develop a focused strategy for building and sustaining these relationships
- Develop a list of potential business partners/sponsors
- Ensure that benefactors of NICAI scholarships and prizes are aware of winners/awardees, and are acknowledged accordingly through invitations to award presentations and other NICAI events

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Assist students to generate and seek sponsorship for a publication featuring graduate work that can be widely distributed amongst alumni & friends**
- **Where appropriate involve select alumni and friends in teaching programme - e.g. visiting critics with follow-up contact**
- **Improve the School's contact directory allowing targeted mailing to alumni & friends**

Excellent People

13. Recruit and retain a high-quality staff and student body, striving to create equal opportunities for all those of ability to succeed in a university of high international standing.

NICAI contributes to this key objective by striving to attract and retain outstanding staff and students from throughout New Zealand and overseas. NICAI seeks to provide an inclusive and equitable intellectual and cultural environment through the engagement of staff and students from a wide range of socio-economic and cultural backgrounds, and by ensuring equal opportunities for all those with the ability to succeed.

In pursuit of this objective, in 2007 NICAI will:

- Introduce measures to raise awareness among under-represented groups, particularly Maori and Pasifika, of opportunities for appointment to staffing positions
- Create an environment that is appealing and welcoming to Maori and Pasifika students.
- Increase Maori and Pasifika student participation and success through the Faculty's Tuaakana programme (*see also Objective 10*)
- Develop staffing profiles that address the desirability for the staffing complement to be composed of people of varying experience at different levels of their career; develop an academic staff succession plan in each School as part of the staffing profiles
- Ensure that Schools support the development of academic leaders through mentoring and training
- Clarify academic staff workload policy in each School; continue to work towards a consistent basis for workload policies across the Faculty

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Improve the effectiveness of School's committees developing a shared a sense of ownership for the success of the School**
- **Formalise a programme amongst staff to promote understanding of and collective contribution to, curriculum developments (*see also Objective 9 above*)**
- **Encourage an active and visible research environment with staff support development mechanisms being put in place**
- **Continue to refine the understanding of staff responsibilities, supporting this through the development of appropriate workload policies and expectations**

14. Create and promote a student environment that is welcoming, enjoyable and stimulating, encouraging students to reach their full potential within a climate of academic excellence.

NICAI addresses this objective by continuously striving to enhance the quality of the student experience and by raising awareness of the broad range of opportunities for participation (learning, mentoring, leadership, social, cultural, and recreational) within the Faculty's challenging and enjoyable environment.

In pursuit of this objective, in 2007 NICAI will:

- Provide customer service training for all general staff who provide services directly to students, staff or the public; and provide briefings to academic student advisors
- Develop a special induction programme for doctoral students
- Establish the NICAI Student Centre
- Introduce measures to raise student awareness of University support services and the social and cultural activities facilitated by the Faculty, and to celebrate student achievements and success

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Hold induction programmes for all new students – 1st year BFA, international, higher entry undergraduate, new postgraduate**
- **Continue to improve the management of student access to Fine Arts Facilities – studios & workshops**
- **Support the continued running of the Café within the School**
- **Further develop postgraduate student Limited-Term-Tutor employment programme with teaching roles within the undergraduate programme.**

- **Continue to publicise external student success within the School**
- **Keep the student body informed of staff exhibitions and research achievements**

15. Create a culture that encourages academic and general staff to meet their full potential.

NICAI has a responsibility to proactively support all staff to reach his or her full potential and to succeed in the role to which they are appointed. This is achieved through induction, mentoring and development programmes.

In pursuit of this objective, in 2007 NICAI will:

- Explore the requirements for academic staff mentoring; undertake benchmarking, and develop a pilot programme with appropriate focus on Maori and Pasifika staff (see also Objective 6)
- Refine and facilitate the Faculty's general staff development process
- Generate Faculty communications to celebrate staff and student successes
- Establish a process that supports staff to develop strong applications for the University's Teaching Excellence Awards eg. introduce Faculty Teaching Excellence Awards

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Continue to improve technical staff understanding of academic directions and improve the opportunity for consultation and participation in planning of support programmes**
- **Utilise General Staff development reviews to promote an understanding of collective goals and functionality. Improve understanding of personal goals with the aim of academics offering practical and productive support matching individual development to workplace improvement**
- **Ensure that new staff are inducted into School processes including;**
 - **Being assisted to quickly develop an overview of School direction in relation to curriculum development and organisational structures,**
 - **Being encouraged to contribute at an early stage to collective initiatives and processes.**
 - **Being informed about research fund opportunities**
 - **Support and mentoring to assist with teaching responsibilities**
- **Develop shared awareness of the variety of staff roles within the School**

Resourcing and Organising for Quality

16. Safeguard the long-term viability and autonomy of The University of Auckland through excellent financial management.

NICAI ensures that University resources are directed in ways that best support the University to achieve its mission, through prudent and strategic financial and contractual management.

In pursuit of this objective, in 2007 NICAI will:

- Maintain and regularly review budgets, asset management systems, financial projections and financial performance against Faculty goals and priorities and the financial parameters set by the University
- Refine the Faculty processes for capital and software expenditure bids; ensure that all expenditure is supported by quality proposals, plans aligned to strategic goals, and post-completion evaluations
- Ensure the receipt of value through by establishing appropriate purchasing controls
- Provide regular and relevant reports to managers in the Faculty for planning purposes, specifically budget reports, application and enrolment reports, EFTs forecasts and reports
- Heighten awareness of changes in employment practices to ensure compliance with University policy, collective employment agreements and employment law

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **In association with the NICAI Marketing Manager, continue to develop a range of marketing strategies to develop the diversity of applicants and that the number of applications continue to rise in all programmes. Special attention will be given to postgraduate enrolments. The targeted promotion of undergraduate and postgraduate design programmes will be improved.**
- **In association with the NCAI Finance Manager, continue to improve management of operational expenditure**
- **Continue to refine the 3 year + asset replacement, capital expenditure & leasing programme**

17. Increase and diversify the University's revenue

The Faculty contributes to this key objective by supporting its Schools to develop and implement strategic fundraising and sponsorship initiatives, and by actively engaging in broader University fundraising activities.

In pursuit of this objective, in 2007 NICAI will:

- Support NICAI's Schools to achieve departmental fundraising goals
- Support and participate in the University's major fundraising initiative

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Consider economic improvement through academic programme developments such as: increased undergraduate EFTS in design (see *Objective 16*); shift to Hons Degree structure; expansion of "MFA by Research Project" (scope to include curatorial practices and industry linked design research projects. Initiate a 'Summer MFA' programme over summer 2007-8) (see also *Objective 4 – Elam and NICAI objectives*)**

18. Provide an infrastructure that supports teaching, learning, research, and community engagement of the highest quality.

The current accommodation available to the Faculty does not meet NICAI's current or future requirements in terms of teaching, learning, research, or community engagement. This has serious implications for the Faculty's ability to deliver teaching, build postgraduate numbers, increase research activity, and foster and maintain relationships with the creative

communities and broader public. The Faculty is committed to working with Property Services to resolve this situation.

In pursuit of this objective, in 2007 NICAI will:

- Engage with Property Services to develop Stage Two of the NICAI Accommodation Plan, with the aim of resolving NICAI's accommodation crisis; build on the robust data accumulated in Stage One
- Engage with the UoA marketing team and external consultants as required, to resolve the optimisation, design and content management problems associated with the NICAI website and develop an effective and innovative site that appropriately represents the Faculty and broader University
- Maximise utilisation of NICAI's specialised facilities such as the Music Theatre, Dance Studios, Design Theatre; maximise the engagement of the creative arts and industries community with students using these facilities as a means to support student development
- In association with Property Services, address the current provision of postgraduate resources in relation to Stage Two of the NICAI Accommodation Plan; ensure that the Faculty is able to meet the University policy requirement for provision of appropriate infrastructure in support of postgraduate programmes
- Investigate new teaching and learning technologies that could bring benefit to NICAI's students (eg through the proposed Apple Computer Tertiary Educators tour in April to selected US universities and centres)
- Train and support staff to use CECIL and encourage innovative use

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Continue to review and refine infrastructure planning in relation to future academic directions**
- **Review postgraduate student studio space usage towards the development of more appropriate occupancy expectations, on the part of students and programme organisers**
- **Further encourage researcher access to technical facilities within the school**
- **Continue to improve administrative support structures for academic programmes**
- **Ensure staff are regularly informed about new developments, upcoming events and general running of the School**

19. Promote governance and management practices consistent with the mission and values of The University of Auckland.

NICAI will address this objective by encouraging staff to participate in the work of Faculty and University committees, to respond to information and planning needs, and to introduce best management practice in all areas of Faculty and School administration

In pursuit of this objective, in 2007 NICAI will:

- Encourage staff to participate in NICAI and University committees
- Encourage staff to respond to requests for input to planning and review processes, and to attend and contribute to Faculty meetings, with a view to collectively working towards the University and NICAI's strategic objectives
- Continue to document and improve Faculty management practices and policies

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Ensure there is a good understanding amongst staff of the strategic directions of the School and that there is opportunity for staff to collectively work towards the University, NICAI and School strategic objectives**
- **Continue the development of the school's committee and advisory panel culture encouraging improvement of staff participation in school management and wider activities**

20. Operate planning and review processes that drive achievement of the University's strategic objectives.

In the relatively short period since its establishment, NICAI has developed robust and reliable planning, monitoring and compliance processes and practices.

In pursuit of this objective, in 2007 NICAI will:

- **Develop annual plans in all Schools and management divisions, aligned with the University and NICAI annual plans; report progress against the plans at mid year and end-of-year**
- **Conduct Graduating Year Reviews as required in the cycle, and participate in department and other reviews in accordance with the University schedule**

In addition to actively contributing to the NICAI initiatives outlined above, in 2007 the School of Fine Arts will:

- **Regularly monitor and review achievement against the Fine Arts annual plan implementation schedule**
- **Develop action plans that take advantage of the School's committee structure and academic organisation to assist with achieving the objectives of the annual plan**