

National Institute of Creative Arts and Industries
Strategic Plan 2008–2012



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Cover image: Arron Chan explains his design concept during an Architecture critique.

Facing page: Bachelor of Music students majoring in Popular Music taking part in a lively critique.



Overview

The creative arts and industries are thriving in New Zealand and internationally. Globalisation, and the opportunities for connectivity and collaboration that arise from it, have led to new modes of artistic endeavour and creative production, and new opportunities for the arts and creative industries to transform communities, define and celebrate national identity, and support international economic positioning and success. The establishment of the National Institute of Creative Arts and Industries (NICAI) as a Faculty of The University of Auckland in 2004 was in direct response to these international trends.

The term “creative arts and industries” refers to those activities that arise from individual and collective creativity and capability, and have the potential for development and commercialisation through knowledge transfer and entrepreneurial activity. The mission of NICAI is to be a national centre of excellence and innovation in contemporary creative arts and industries research, education and practice. The key platforms for achieving this mission lie in advancing excellence in each of the disciplines represented, and in developing synergies inspired by and responding to the unique cultural heritage, diverse community, environment, and international positioning of Auckland, the pre-eminent creative city of New Zealand and the first city of the Pacific.

NICAI comprises the following academic units through which teaching and research programmes are pursued and delivered:

- the School of Architecture and Planning
- the School of Music
- Elam School of Fine Arts
- the Dance Studies Programme
- the Centre for New Zealand Art Research and Discovery

In addition, NICAI offers the Bachelor of Visual Arts at the Manukau School of Visual Arts, Manukau Institute of Technology.

While there have been many challenges in the early years of the life of NICAI, much has been achieved to set the Faculty on a sustainable path. Realignment of academic units has created a secure platform on which to foster collaboration in teaching and research. Faculty-wide projects have generated an impetus for students and staff to work together in areas of mutual interest, and early subsidies to support financial difficulties inherited by the Faculty at start-up have given way to sound and positive financial outcomes over the past three years. The foundation is well set for an exciting period over the coming four years.

Despite its relative youth, NICAI has already established a strong international presence, building relationships with other multi-disciplinary and single-disciplinary institutions of eminence, through engagement with international network organisations such as the European League of Institutes of the Arts and other international and Trans-Tasman groups. While some preliminary exploration of strategic research alliances and student recruitment potential has occurred in China, Hong Kong, Malaysia, Australia, the United Kingdom and other regions, the focus in the coming period will be on outcomes in terms of strategic research development, exploring access to international research funds, and building reliable streams of international students, particularly postgraduates.

The new tertiary environment of negotiated investment plans and associated capped student numbers has required NICAI to review and significantly alter many of its internal systems, particularly in relation to

planning, recruitment, enrolment, and monitoring. While the majority of undergraduate degrees in NICAI have had capped enrolments for many years in order to manage the intensive studio-teaching component of most programmes, the implementation of the new system has provided a particular challenge in relation to both the School of Music and the Dance Studies Programme, both of which had just embarked on, and were achieving, ambitious growth targets when they became “locked” by the new system. The development of strategies across the Faculty to accommodate a balanced and sustainable student profile in all Schools and Programmes is a focus for the coming period.

All of the NICAI Schools fared well against their competitors in the 2006 Performance Based Research Fund (PBRF) assessment exercise. Elam School of Fine Arts consolidated its position as the pre-eminent school of Fine Arts in New Zealand through its performance in the PBRF, as did the School of Architecture and Planning. Still, there is much yet to be done to reach the goals set by the University’s Strategic Plan for the 2012 PBRF. The devolution of research funding and the subsequent establishment of the Faculty Research Development Fund, together with some internal Faculty initiatives including the establishment of the Research and Creative Practice fund to better support staff and doctoral students’ participation in international conferences, exhibitions and performances, has been most welcome and has provided the opportunity to build a unique and responsive framework through which to support research development. The identification of external sources of research funding, and the development of strategies to access these funds, is a key challenge for the forthcoming period.

In 2008, NICAI performed strongly against the University’s strategic goals for student distribution between undergraduate, postgraduate taught, and postgraduate research cohorts. Further, the Faculty’s doctoral completion record is also strong. However, that success is carried by the excellent completion rates of so-called “named doctorate” candidates. There is important work to be done to improve PhD completion times.

NICAI is strongly focused on its commitment to engage with and to serve the diverse communities of Auckland, particularly the Māori and Pasifika communities. Its Tuākana Programme is now firmly embedded and strategies in the coming phase will focus on improving the retention, achievement and completion rates of Māori and Pasifika students, and guiding and supporting them through to postgraduate study. NICAI also values the high percentage of students from Asian origins. In the coming period, the Faculty will seek to recruit more academic staff of Asian origins in order to better support the creative engagement and development of these students.

NICAI places a high priority on academic and general staff support and professional growth. In 2008, the Faculty is pioneering the establishment of a Mentoring Framework Programme from which a whole-of-Faculty strategy for staff support over the coming years will emerge.

NICAI has significant challenges ahead if it is to realise its full potential as a vibrant, connected, inter-disciplinary Institute. Nevertheless, there is a will and an enthusiasm to meet those challenges and to create the unique model to which we aspire. Yet, no amount of enthusiasm will be able to satisfactorily compensate for the obstacles placed by the space-limited and poor quality accommodation and facilities in most parts of the Faculty. After nearly five years of existence, NICAI still operates from thirteen different buildings spread from one end of the city campus to the other. With very few exceptions these buildings are inadequate for the functions with which the Faculty is now engaged. These accommodation problems provide the most significant obstacle to the Faculty’s ability to thrive and to deliver on its strategic objectives.



International Standing

NICAI aims to excel as an institution that fosters creativity locally and nationally, guided and empowered by its global aspirations and achievements.

University Objective 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 Objective 1: Establish the profile of NICAI nationally and internationally as a centre of creative endeavour known for its disciplinary excellence and interdisciplinary innovation.

NICAI strives 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 through research and other projects, by disseminating scholarly and creative outputs, and by supporting staff and students to have international experiences and visibility.

NICAI will:

- Explore and develop research and teaching projects, and staff and student exchange possibilities, with targeted universities and specialist arts institutions in locations identified as key to NICAI's international development, including China, Malaysia, Australia, the United Kingdom and Ireland.
- Develop projects which foster teaching, research and relationship building with educational, artistic and professional groups in neighbouring countries in the Asia-Pacific region and the Pacific rim.
- Participate in programmes and projects under the auspices of international organisations with which NICAI is affiliated, including the European League of Institutes of the Arts, the International Council of Fine Arts Deans, the Association of European Conservatories, the Association of Architecture Schools of Australasia, and the Australian and NZ Association of Planning Schools.
- Through the NICAI Research and Creative Practice Fund, support staff participation at international conferences, and facilitate opportunities for staff to perform and exhibit internationally.
- Host international visitors of high artistic, professional and/or creative standing, and encourage and support key NICAI researchers and practitioners to accept invitation from organisations and institutions abroad.
- Establish a dedicated infrastructure to support and sustain NICAI's international endeavours.

University Objective 2: Create a distinctive international educational experience for our students, in Auckland and overseas.

NICAI Objective 2: Create a student body of globally aware creative practitioners and "citizen scholars".

NICAI aims to strategically develop awareness throughout the student body of the impact of globalisation on the creative arts and industries in order to prepare the students for full and diverse careers in New Zealand and abroad. NICAI aims to enable student mobility, provide a curriculum relevant to a diverse student body, build its international student profile and numbers and facilitate high quality support and engagement for its international students.

NICAI will:

- Develop and implement an international recruitment strategy with a priority focus on recruiting postgraduate students.
- Encourage and support Doctoral candidates to present their research at international conferences and workshops, to perform and exhibit overseas, and to participate in international competitions.
- Promote and facilitate student engagement in the 360 degree Study Abroad programme.
- Establish frameworks for mentoring and monitoring the progress of international students; support and develop the work of the NICAI International Student Liaison Committee (ISLC) to ensure that it fulfils its academic, social and pastoral care role for international students.
- Offer internationally benchmarked programmes in all disciplines; ensure professional programmes in Architecture and Planning prepare students appropriately for professional accreditation internationally.
- Support relevant student study tours and field trips.
- Support the development of the "Communities at Risk" initiative for postgraduate students in collaboration with the Victorian College of the Arts (Australia) and Emily Carr Institute of Art and Design (Canada), and other such innovative international initiatives.

Research and Creative Work

NICAI is committed to establishing strong research and creative work leadership in the disciplines represented and to promoting interdisciplinary research that supports collaborations and the development of a high quality research environment.

University Objective 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 Objective 3: Achieve a PBRF ratio of A:B:C:R rated researchers of 10:50:30:10 through the development of a high quality research environment.

The outcome to the 2007 PBRF assessment produced following ratios in NICAI: A=9%, B=46%, C=34% and R=11%. NICAI has set its targets with regard to the university targets and in recognition that it will take further time to fully develop a consistent and sustainable research culture across all Schools and Programmes.

NICAI will:

- Maximise opportunities to recruit new staff with an 'A' ranking, or who by 2012 have the clear potential to achieve this ranking.
- Establish strategies to support existing staff to meet their research potential and upgrade their PBRF rankings, including through the provision of a mentoring framework.
- Strategically and effectively deploy funding to enhance the research careers of staff and the quality of their research outcomes.
- Recognise and support the development of existing research strengths and support new research initiatives to enhance the quality and quantity of research and creative work in PBRF recognised outcomes.



Associate Professor Peter Robinson (Elam) is a finalist for the prestigious Walters Prize 2008. Installation view of ACK 2006. Image courtesy of the artist and ARTSPACE. Photographer: Alex North

Teaching and Learning

University Objective 4: Achieve 800 masters and 500 doctoral completions per annum through the development of an international quality postgraduate programme.

NICAI Objective 4: Achieve growth in enrolments and success in postgraduate completions in accordance with NICAI's KPI schedule.

Between 2001 and 2007 PhD enrolments increased from 33 to 39 EFTS (15% increase), and named Doctorates from 17 to 29 (41% increase). Between 2001 and 2007 the overall average time to completion for all doctoral degrees decreased slightly from 4.63 to 4.40 (compared to an average university-wide increase from 4.96 to 5.07 years). However the average time for completion of PhD degrees increased from 4.85 to 7.44 in the same time period. NICAI acknowledges the need to develop strategies to ensure more timely PhD completions.

NICAI will:

- Promote NICAI as a centre of excellence for postgraduate study through effective advocacy and marketing.
- Develop strategies for encouraging successful undergraduates to progress to postgraduate programmes.
- Review procedures and establish strategies to ensure that by 2012 a minimum of 80% of postgraduate students complete 'on-time'.
- Develop educational strategies to foster interdisciplinary collaborations, including through the encouragement of shared research methodologies.
- Investigate strategies to accommodate provision of post-graduate supervision from a distance for students in the region who find that their preferred creative laboratory is not in Auckland but in their own community.
- Maximise opportunities to link potential postgraduate study to staff research and creative work projects.
- Engage with Property Services to work towards providing excellent facilities to support postgraduate study and maximise opportunities for funding support.



New Zealand-born Tongan Charmaine Iliou is the first Pacific Islander in New Zealand – and possibly the world – to receive the Master of Architecture.

University Objective 5: Provide enhanced support for research activities by doubling external research income to \$270m per annum.

NICAI Objective 5: Develop capability in applying for and succeeding in winning internal and external research grants and in securing philanthropic funding.

NICAI will:

- Support all academic staff to gain the necessary skills to successfully apply for research grants through the development of a structured framework which will support and encourage staff to build on skills and experience in the winning of grant funds in departments, the Faculty, the University, and then externally.
- Support those staff with experience of applying for and winning external research grants to strategically prepare for opportunities as they arise.
- Ensure that every academic staff member on a contract of longer than one year's duration applies for at least one grant (internal or external) every two years.
- Develop opportunities and initiatives for interdisciplinary research projects and research groupings able to build capability and enhance research profiles to better attract external funding (eg the Creative Arts Pedagogy and Health Initiative – CAPHI).
- Develop strategies for the raising philanthropic funds linked to research endeavours and outputs.

University Objective 6: Develop large-scale research institutes of excellence.

Not applicable to NICAI in this period.

NICAI is committed to ensuring world-class programmes of teaching and learning on behalf of a diverse body of students, the community, and employers. NICAI seeks to provide an engaging and stimulating learning environment, with programmes informed by contemporary pedagogy, pedagogical research and technology. NICAI aims to build a shared culture of reflective teaching and learning across all our courses and disciplines, and to produce graduates capable of contributing to national goals and to international communities of enquiry.

University Objective 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 Objective 7: Sustain a student profile that exceeds the University's targets for postgraduate growth and the proposed undergraduate/postgraduate target ratio.

NICAI addresses this objective by initiating postgraduate programmes, particularly research programmes, and working to attract excellent undergraduate and postgraduate students through effective marketing, and public celebration of student achievements. NICAI has achieved the University's targeted profile balance between undergraduate, taught postgraduate and research postgraduate students. In 2008 this is 78% undergraduate, 12% postgraduate taught, and 10% postgraduate research. In 2009, with the introduction of the Master of Architecture (Professional) this balance will shift to 70% undergraduate, 12% postgraduate taught, and 18% postgraduate research. In the coming period, the challenge is to sustain this balance, and to build an increasingly high quality student body.

NICAI will:

- Develop strategies to promote the value and relevance of NICAI postgraduate programmes to potential domestic and international students.
- Build stronger relations with feeder institutions and programmes to ensure quality of supply of undergraduate and postgraduate students.
- Explore initiatives for new postgraduate programmes with broad appeal to a diverse range of students including part time, return-to-education, and professional workers.
- Publicise postgraduate research achievements, doctoral topics and teaching programmes effectively and attractively on the NICAI website.
- Develop additional means of celebrating student success in order to increase popular recognition of postgraduate contributions to national, community and industry goals.



Dr Tzenka Dianova, PhD in Music and 2007 winner of a University of Auckland Best Doctoral Thesis award.

Te Tiriti o Waitangi / The Treaty of Waitangi

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

NICAI Objective 8: Continuously improve curricula through regular formal and informal review and benchmarking.

NICAI addresses this objective by prioritising 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.

NICAI will:

- Include international bench-marking initiatives as part of all major review processes, to ensure that we continually update our curricula and maintain them in accordance with international best practice.
- Develop general and individualised mentoring and professional development activities for staff aimed at improving awareness and levels of participation in curriculum design and enhancement.
- Develop innovative pedagogical projects in the areas of creativity, drawing and studio teaching, in order to improve staff understanding, teamwork and inter- and trans-disciplinary collaboration in these areas.
- Engage with and successfully deliver on professional accreditation requirements in the relevant Architecture and Planning Programmes.



Students participating in the interdisciplinary NICAI Drawing Project, with visiting Hood Fellow Professor Stephen Farthing.

University Objective 9: Create and maintain an outstanding teaching and learning environment.

NICAI Objective 9: Create a unique laboratory for the development of studio-based learning and teaching that is recognised nationally and internationally for its relevance, excellence and innovation.

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

NICAI will:

- Build a studio environment which facilitates reflective and self-directed learning, and encourages staff and student interaction as members of a community of shared enquiry.
- Develop staff awareness of the need to build structured links between research and teaching, and introduce a range of measures to achieve this.
- Further develop e-learning initiatives and video conferencing projects, and continue to evaluate their effectiveness.

NICAI acknowledges and accepts the sovereign rights of the tangata whenua. NICAI values the presence and participation of Māori in all aspects of its research, teaching and learning. NICAI is committed to creating an artistic environment that values the knowledge of kete aronui and assures the retention and sharing of this knowledge through all our disciplines.

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

NICAI Objective 10: Identify and engage with the opportunities arising from the responsibilities and obligations of the Faculty under Te Tiriti o Waitangi.

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

NICAI will:

- Maintain and improve the retention, achievement and completion rates for Māori students through the NICAI Tuākana Programme.
- Maintain and improve Māori recruitment through participation in BEAMS, STEAM Ahead and other outreach and recruitment programmes.
- Actively seek out and participate in research projects and innovative programmes that will improve the quality of studio learning for Māori students.
- Support NICAI staff and students to develop Aotearoa specific studio projects and enhancing curriculum with kaupapa Māori.
- Work with the EO Office and PVC (Māori) to develop and implement policies to improve Māori staff recruitment, promotion, reward and retention rates.
- Develop Faculty specific te reo Māori in teaching and learning guidelines to supplement the University guidelines currently under development in the Office of the PVC Māori.



Rangituhia Hollis, BVA graduate and current PGDipFA student at Elam was selected to receive the British Council's *Cityscapers: By the Throat* scholarship.

Community Engagement

NICAI values the diverse community that it serves and to which it contributes, and is committed to vigilance in sustaining awareness of, and respect for, the rich cultural fabric of the community. NICAI is equally committed to opening access for that community to NICAI and all that it has to contribute.

University Objective 11: Develop effective partnerships with the University's local, national and international communities.

NICAI Objective 11: Maximise the opportunities to engage with professional partners, cultural and creative institutions and communities, and the community at large.

NICAI has a role and a responsibility to engage with, influence, and enrich the cultural life of the local, national and international communities and to contribute to the defining of national identity. NICAI reaches out to the creative sectors of Auckland, and to national and international communities of interest through its academic and public programmes, its diverse research agenda, and its broad engagement with its professional, industry and academic partners and collaborators.

NICAI will:

- Stimulate and develop diverse relationships in order to identify its strategic partners in the relevant professional, artistic and creative sectors.
- Develop increasingly effective information, communication and outreach tools, including the NICAI website, and other innovative and effective communication technologies.
- Broaden its outreach to schools and communities whose students are currently under-represented and disadvantaged in terms of their ability to access the University.
- Maintain and improve the retention, achievement and completion rates for Pasifika students through the NICAI Tuākana Programme, the annual STEAM-Ahead event and the "Success for All" project, and by fostering the principles of intellectual entrepreneurship, particularly with postgraduate students.
- Actively seek out potential Pasifika applicants for academic and general staff positions.
- Encourage and support students participating in international events and showcases.
- Continue to build the profile of the Centre for New Zealand Art Research and Discovery (CNZARD) through its research outputs and the exhibition and public programmes of its galleries, the Gus Fisher Gallery and Window.
- Develop the profile and relevance of, and community engagement with, the variety of public programmes offered through all Schools and academic units.



Art-Speak: Works from The University of Auckland Art Collection, Gus Fisher Gallery April/May 2008

University Objective 12: Engage alumni and friends in mutually supportive and productive relationships.

NICAI Objective 12: Develop a structured framework that maximises NICAI's unique opportunities for mutually beneficial alumni and friend engagement.

NICAI recognises that our alumni are one of our most valuable resources. Relationships with our alumni will be structured to be both sustainable and mutually beneficial.

NICAI will:

- Develop a structured alumni and friends engagement plan.
- Develop and implement strategies to induct new graduates into alumni activities and to strengthen connections with existing alumni, including by facilitating alumni and friend support for, and participation in, NICAI creative performances and exhibitions locally and internationally.
- Participate in the University's international and national alumni events.
- Actively engage with and contribute to the University's major fundraising campaigns.



Elam Open Days 2007

Excellent People

Staff and students are recognised as NICAI’s primary stakeholders. Attracting and retaining high quality staff and students is recognised as pivotal to NICAI’s success in building and maintaining its position, locally and internationally, as the leader in contemporary creative arts and industries research, education and practice.

Students come with an expectation of a high quality educational experience delivered by excellent teachers in well-resourced facilities. Staff come with an expectation that they will form part of a respected scholarly community in which they will be valued and enabled to reach their full potential. NICAI is committed to ensuring that all of these expectations are met.

NICAI recognises that the creative arts and industries continue to evolve and to find their position within the University’s community of scholarship and creative endeavour. Without the traditions of succession planning of the longer-established Faculties, NICAI has a particular challenge to build leadership capability amongst its staff and to encourage engagement of staff and students with the wider University governance and operational frameworks.

University Objective 13: Recruit and retain a high-quality staff and student body that draws upon the widest possible pool of talent.

NICAI Objective 13: Build awareness of and engagement with the opportunities that University life can offer to staff and students.

NICAI will:

- Develop and maintain academic and general staff profiles and succession plans that ensure the Faculty is appropriately positioned for a sustainable future and able to meet ever changing needs.
- Ensure that staff profiles reflect and are able to support the diverse student body culturally and academically.
- Actively recruit high quality staff from New Zealand and overseas, working innovatively to minimise the challenges of relocating to Auckland and/or New Zealand.

- Develop strategies and methodologies to encourage high quality students to progress to postgraduate programmes, particularly research-based programmes.
- Actively monitor and support students involved in self-directed study to ensure appropriate progress and ultimate success.

University Objective 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 Objective 14: Support and encourage students to be creatively engaged with their School, the Faculty, the University and the wider community.

NICAI is committed to providing an energised and sustainable creative environment that is intellectually challenging, acknowledging of success, and supportive of those of all backgrounds and interests.

NICAI will:

- Encourage and support students to engage with the University and the wider community through academic study and research, performances and exhibitions, community initiatives, student leadership opportunities, interdisciplinary projects, study abroad and social, recreational and cultural activities.
- Raise awareness of student successes, acknowledging creativity, excellence, professionalism, and partnership.
- Enhance the channels of communication and consultation with students through a structured programme of meetings and engagement.



Music School lecturer (voice) Te Oti Rakana (pictured) and Dance Studies lecturer Mark Harvey are bringing music (voice) and dance studies students together for a series of interdisciplinary workshops.

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

NICAI Objective 15: Develop and implement a framework to support an integrated approach to professional, creative and personal development to enable staff to maximise their individual and collective potential.

NICAI recognises that staff have a diverse range of needs and priorities, and is committed to providing an environment that enables all staff to work effectively, facilitates professional, creative and personal development, and provides maximum opportunities for advancement.

NICAI will:

- Develop and implement the Mentoring Framework Programme as a methodology for supporting an integrated approach to professional, creative and personal development.

- Identify those with leadership potential; support their transition into leadership positions through mentoring and appropriate induction.
- Acknowledge staff distinction and innovation by actively raising awareness of staff successes.



Associate Professor Dr Ralph Buck (pictured centre), Head of Dance Studies, received a University of Auckland Excellence Award in Equal Opportunities for his Community Dance Programmes.

Resourcing and Organising for Quality

NICAI is committed to ensuring that all available resources are applied in ways that support the University's and NICAI's mission and strategic objectives.

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

NICAI Objective 16: Leverage maximum benefit from available financial resources through prudent and strategic budgeting and planning.

NICAI applies the principles of prudent financial management through detailed planning and forecasting, and continuous review of its budgets. The changing higher education funding context that restrains revenue growth through EFTS places additional pressure on NICAI, with its limited alternate options for revenue generation.

NICAI will:

- Foster a culture of financial awareness and responsibility across the component parts of the Faculty through the annual budget process, asset management planning, regular forecasting and reporting, the purchasing mechanism and the ongoing notification of relevant changes/updates.
- Strive to achieve best practice in regulatory and policy compliance in the areas of financial and employment practice and law including the academic and general staff collective employment agreements.
- Support the development of increased financial capability in Heads of Schools, School Managers, and managers of other activity centres, through regular interface with and support from, the Faculty Finance Manager and other specialist staff.

University Objective 17: Increase and diversify the University's revenue.

NICAI Objective 17: Increase and diversify NICAI's revenue streams.

NICAI has the potential to increase revenue through the strategic development of its postgraduate programmes and postgraduate enrolment and retention, increasing success in PBRF evaluations, the identification of potential external research opportunities, fostering of international collaborations which have the potential to lead to research income generation and student enrolments, and the building of capability in fundraising.

NICAI will:

- Develop strategies to improve PBRF scores and hence maximise potential PBRF revenue (see Objective 3).
- Develop capability in academic staff in applying for and winning internal and external external research grants through mentoring and other methodologies (see Objectives 3 and 5).
- Develop strategies and plans to achieve improved postgraduate enrolments, retention and completions (see Objective 4).
- Engage with the University's fundraising campaign.
- Support NICAI School fundraising to meet departmental objectives.



Jym Clark, a fourth-year Bachelor of Planning student at is the inaugural recipient of the \$5,000 Haines Planning Scholarship.

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

NICAI Objective 18: Collaborate with central University service divisions to improve NICAI's accommodation, IT services and other infrastructure.

The current accommodation available to the Faculty falls considerably short of NICAI's current or future requirements for teaching and learning, research, community engagement or management. This deficit has serious implications for the Faculty's ability to deliver on its own, and the University's, strategic objectives. The Faculty urgently requires basic Faculty facilities equitable to those available to other Faculties, and a robust and realistic plan for the replacement and/or upgrading of virtually all of the facilities currently occupied.

NICAI will:

- Collaborate and cooperate with Property Services to develop an accommodation strategy, framework and plan that will identify needs and set delivery goals that will support the delivery of the Faculty's strategic objectives.
- Collaborate and cooperate with central University service divisions to deliver increased capability and efficiency in IT infrastructure and e-learning and e-research resources.
- Ensure strategic application of NICAI capex allocations to support the continuing pursuit of excellence in teaching, learning, and creative practice.
- Work with the University Librarian and NICAI libraries to provide the necessary resources to support research, and teaching and learning, across the spectrum of discipline studies offered in NICAI.



NICAI Computer Lab

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

NICAI Objective 19: Build understanding of, and engagement with, NICAI and University governance and management processes.

NICAI recognises the strategic importance of robust and accountable governance and best practice in management within a collegial framework.

NICAI will:

- Through mentoring and other strategies, enable staff to participate in the work of NICAI and University committees; through the building of understanding and capability in governance processes, enable staff to respond to requests for input to planning and review processes.
- Ensure Faculty management practices and policies enable and support the realisation of the University's and the Faculty's strategic objectives.
- Develop communication tools to ensure an understanding of Faculty strategies and objectives, and encourage engagement with, and collective ownership for delivery of, those objectives.

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

NICAI Objective 20: Build Faculty understanding of, participation in, and input to, planning and review processes.

NICAI's recognises the need for robust and reliable planning, monitoring and compliance processes and practices in order to deliver on the University's, and its own, strategic objectives.

NICAI will:

- Through inclusive and consultative methodologies, develop annual operational plans in the Faculty and 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.
- Engage with and respond to University-driven process and function reviews.
- Participate in departmental, programme and other reviews in accordance with the University schedule.
- Encourage and support strategic planning retreats for the NICAI Executive, and for School planning and review initiatives.



Facing page: Re-Weave - a design project for Urban Spoiler at Auckland Architecture Week 2007. Design Team - Alex Alipate, Craig Barrett (Team Leader), Elisapeta Heta, Pio Faalogo, Yasuhiro Nakashima and Tatiana Zimina (pictured).



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