



EQUITY PRACTITIONERS  
IN HIGHER EDUCATION  
AUSTRALASIA

# Strategic Plan 2021 - 2023

[www.ephea.org](http://www.ephea.org)





## WHO WE ARE

EPHEA (Equity Practitioners in Higher Education Australasia) is the professional incorporated association for equity practitioners who work in tertiary education throughout Australia, New Zealand and the Pacific region. Equity practitioners play an essential role in tertiary education to develop and implement student and/or staff affirmative action programs, manage organisational responsibilities under anti-discrimination legislation, promote cultural change within institutions, and foster an environment which values and respects diversity. EPHEA is run by a committed volunteer Executive Committee made up of equity practitioners from across Australia and New Zealand. The committee structure is guided by the EPHEA Constitution.

## OUR VALUES

EPHEA's work is to be guided and informed by our beliefs and commitment to:

- » **Reconciliation and recognition** – As an organisation working in Australasia, we recognise the unique and essential place of First Peoples acknowledging the deep connections with, and custodianship of, the land and sea. We acknowledge the special relationship indigenous peoples from the Pacific have to Australia and New Zealand.  
We honour Aboriginal and Torres Strait Islanders as the first peoples of Australia and seek to work alongside each other towards our shared goals. We also recognise the tangata whenua (original peoples of Aotearoa/New Zealand) status of Māori and the country's commitment to the Treaty of Waitangi.
- » **Social justice, equity, fairness and inclusion** – we are committed to respectful relationships with the diverse groups of people that we work with. We value diversity and are committed to equality of opportunity and positive outcomes for all.
- » **A strengths-based approach** – we want to empower people to achieve their employment and education goals from a place of strength and self-determination.
- » **An evidence-based approach** – our work is based on best practice combining practitioner expertise and sound research.
- » **Collegiality and participation** – we value and recognise the contribution of our Executive volunteers, the expertise of our members and we are committed to a culture of collaboration and knowledge-sharing
- » **Longevity** – we have a common sense of purpose and identity; we have a long-standing reputation and endurance within the sector continually empowering members over time.

## OUR CONTEXT

In 2020, COVID-19 had a significant impact on the Australian, New Zealand and Pacific higher education systems, with many universities having to shift their practices to cater for remote learning and restructuring their institutions to respond to financial constraints brought about by a decrease in student enrolments. COVID-19 will continue to reshape higher education from 2021 and beyond as universities respond to intermittent shutdowns due to virus outbreaks, continue to enhance and reshape their teaching, learning and student support for the digital world and achieve a sustainable operating model. The EPHEA Strategic Plan for 2021-2023 has been written to specifically support and empower equity practitioners operating within this context. An underlying annualized implementation plan will support EPHEA's Strategic Plan for 2021-2023 to allow EPHEA to be agile and respond to the dynamic higher education and broader global landscape.

## OUR MISSION

In order to sustain the body of equity practitioners in the Australian, New Zealand and Pacific regions, EPHEA has two goals that it will strive to achieve from 2021-2023:

- » To undertake a strengths-based approach to building the capacity of equity practitioners and support their wellbeing to empower their work.
- » To champion systemic change through our collective resources, ensuring that equity is positioned at the forefront of institutional practice and national higher education policy.

## OUR GOALS

**Undertake a strengths-based approach to building the capacity of equity practitioners and support their wellbeing to empower their work.**

In order to achieve this goal, EPHEA will:

- 1.1** Convene an annual calendar of online and face-to-face professional development activities, including a bi-annual conference to contribute to the knowledge, research and practice of student and staff equity in higher education.
- 1.2** Support state-based and NZ chapters to develop best practice, knowledge sharing and collegiality that aligns with local issues.
- 1.3** Develop a suite of activities that supports the wellbeing of equity practitioners in a dynamic higher education environment.
- 1.4** Provide communication channels and an increased digital presence that builds upon the existing community of practice amongst EPHEA members.

**Champion systemic change through our collective resources, ensuring that equity is positioned at the forefront of institutional practice and national higher education policy.**

In order to achieve this goal, EPHEA will:

- 2.1** Build upon partnerships with relevant organisations to influence public policy. These will include but are not limited to; Universities Australia; Workplace Gender Equity Agency (WGEA); National Centre for Student Equity in Higher Education (NCSEHE); SAGE (Science in Australia Gender Equity); ATEND (Australian Tertiary Network on Disability) and ADCET (Australian Disability Clearinghouse on Education and Training).
- 2.2** Make regular submissions and recommendations on policy and best practice, drawing on key research, practitioner experience and institutional data sets.
- 2.3** Develop relationships at an institutional level with University Executive staff to influence institutional practice and increase the visibility of equity within institutions.
- 2.4** Undertake advisory roles on relevant boards, national grants and key research projects that impacts equity in higher education.

See our annual implementation plan for specific activities that will be undertaken to meet these goals.

For more information about EPHEA, visit [www.ephea.org](http://www.ephea.org) or contact us at [info@ephea.org](mailto:info@ephea.org).