



THE UNIVERSITY OF  
**AUCKLAND**  
Te Whare Wānanga o Tāmaki Makaurau  
NEW ZEALAND

# Whakamana tangata Student Services Strategy 2019-2022 Summary



***Ko au, ko au.  
Ko koe, ko koe.  
Me haere ngātahi tāua.***

***I am me,  
you are you,  
but we can go on together as one.***





# Introduction

Our aspiration is to

**“provide a transformative and inspirational student services experience which encourages a lifelong connection with the University of Auckland.”**

The services we provide to you, our students, are an important part of your experience at the University of Auckland. Whether it's administration, personal and wellbeing support, transition, recruitment or academic advice, face-to-face, online or off-campus, they contribute to your success as a graduate.

We have developed a student services strategy to give direction across the University to meet your needs. This document summarises that strategy and the changes we propose to make around service delivery under the heading of Whakamana tangata.

## Whakamana tangata

Whakamana tangata signifies protection and enhancement of the dignity and mana of the student. This means being conscious of the dignity of others, responding positively to others, protecting and uplifting the dignity of others and, therefore, uplifting your own mana or dignity.

## What's in this summary

- Our changing environment
- Our strengths
- Our challenges
- What we want to achieve
- What happens next?

# Our changing environment

## Who studies at the University of Auckland?

We are the **most ethnically diverse university** in New Zealand in New Zealand's most diverse city



### Our diversity is growing

Ethnicity, family background, gender, sexuality, disability and neuro-diversity



We attract

**31%** of all Pacific people enrolled in university studies in New Zealand



Most of our students are aged **19-23**

We attract

**19%** of all Māori enrolled in university studies in New Zealand



## What service changes are sought?

Your expectations are changing rapidly and noticeably:

- **The types of spaces** where you learn, socialise and recreate
- **Services** – where, when and how you want them, from basic information to employment and wellbeing



You want **personalised service**



You've told us that **your sense of "belonging" is important**. That you want to feel more attached to the University

### Digital is increasingly important to you

A focus on



mobile technologies



24-hour access



The **more satisfied you are**, the better your academic achievement, university experience, and continued alumni engagement



**13%** of you live in **University of Auckland accommodation** because it delivers a better experience and contributes to higher pass rates

### More of you want extra-curricular experiences



More than **40%** of you **belong to a club** at the University



Our sports activities attract **28%** of all students



We enable **25%** of our students to **study abroad**

# Our strengths

You've told us what you want in the way of student services, so how does this fit with our strengths?





## Our challenges

Feedback from you and from our staff has identified eight key challenges we need to meet.

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### **Our services must be designed and delivered from your perspective**

You want to be involved in the design of services which must be seamless, accurate, reliable, culturally responsive, consistently high-quality and personalised. You want to access those services online and in person.

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### **Te Tiriti o Waitangi is integral to student services**

We must do more reflect to Te Tiriti o Waitangi and ensure Auckland is the university of first choice for Māori. We want you to succeed as Māori, with greater academic success, career opportunities and transferrable life skills.

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### **We must deliver on our equity commitments**

We must pay attention to the specific needs of our diverse student cohorts, particularly Māori and Pacific students. We must recognise our commitment to Māori as tangata whenua and our strong cultural, social and economic ties with the Pacific. An equitable study and work environment is characterised by impartial and merit-based decision-making.

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### **Maximising your success**

We need to start our relationship when you're still at high school to help you plan your studies, and continue as alumni after you graduate. We must meet your learning needs, giving you transferrable life and career skills, a love of lifelong learning and the confidence to be a global citizen.

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### **Campus culture and community make you feel you belong**

The University environment and community must be supportive, inclusive and culturally responsive. We must support your personal wellbeing so you can maximise your time at the University and meet your full potential.

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### **Our environment must support your needs**

Your needs are changing. You want online services, spaces that can be booked for collaborative study and socialising, 24/7 study spaces, buildings that deliver formal and informal learning spaces, good WiFi, charging points, access to applications anywhere anytime on any device, and IT support services when you need them.

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### **Responding to changes in employment**

The nature of work is changing rapidly and our curriculum, learning and support services must help you prepare with transferable skills, empowerment to build your own enterprises, opportunities for volunteer leadership, work placements, internships, and interactions with industry speakers and networks. Life-time engagement as an alumnus will ensure your employability and opportunities to adapt.

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### **Our funding challenge**

Our processes must be more efficient so that we can assign resources where they best support you, whether it's by harnessing digital technology, reducing duplication and conflicting information, self-help and in-person support, or meeting our aspirations for Māori, Pacific and for equity groups.



# What we want to achieve

Our aspiration is to

**“provide a transformative and inspirational student services experience which encourages a lifelong connection with the University of Auckland.”**

The six outcomes on the following pages show how we'll deliver this aspiration.

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# Ngā maunga whakahī

## Build on our core strengths and points of difference



We will celebrate our diversity and recognise our place in the Pacific at the centre of what we are and do as the University of Auckland

### How will we do this?

- By showing mutual respect, generosity of spirit and care for others by celebrating Māori, as tangata whenua, our diversity and our identity within the Pacific
- Partnering with the Pro Vice-Chancellor Māori to ensure we are responsive to Māori in everything we do
- Partnering with the Pro Vice-Chancellor Pacific to develop our capacity to produce thriving Pacific students
- Partnering with the Pro Vice-Chancellor Equity to ensure we are catering for diverse student needs

We will create opportunities to connect, create a sense of belonging and have transformative experiences.

### How will we do this?

- Helping you realise your innovation and entrepreneurial dreams by taking advantage of the University of Auckland's innovation and entrepreneurship opportunities in your work experience placements
- Celebrating and supporting our diverse international community of students
- Connecting with Māori students, whānau, iwi, hapū and industry
- Connecting with Pacific families, communities, organisations and industry e.g. through our south Auckland presence

We will continue investing in recreation and wellbeing facilities and services to help enable a resilient and physically and mentally healthy student community.

### How will we do this?

- By supporting the effective operation of student clubs, societies, cultural events
- Providing opportunities for leadership, and mentoring
- Experiencing study abroad programmes and exploring possible partnerships with the Pacific region
- Continuing our investment in our recreation facilities
- Developing online and face-to face services to help build your resilience and mental wellbeing

### How will we know we've succeeded?

- You say: I'm proud of my university
- The University of Auckland is your first choice of university
- More Māori and Pacific students complete their qualifications
- More of you report positively about life at the University of Auckland



*Maunga | mountains are sacred spaces, the pinnacles of identity for many iwi. They are also distinct, with their own kōrero and whakapapa | story and lineage. Ngā maunga whakahī then emphasises the strengths and diversity of each student, and a university that acknowledges each in their fullness.*

# Mana motuhake

## Student-centered service delivery

Providing a connected, seamless whole-of-life and University-wide student service with a choice of both digital and face-to-face services.

### How will we do this?

- Improving the efficiency of transactional services so we can focus on value-add activities
- Creating integrated self-service advisory services, personalised to each student and their circumstances
- Using inclusive design principles and practices to meet University standards
- Introducing seamless referral to more specialised advice as required
- Agreeing delivery standards that take account of our uniqueness and incorporate tikanga Māori.

### Flexible and personalised delivery of advisory services driven by your needs

#### How will we do this?

- By taking a holistic view of all students to inform service design and delivery
- By taking a partnership approach to service design and delivery involving academic, professional staff and students by:
  - building staff capability in student-centric service design and delivery, both online and in-person

- building staff capability in new skills e.g. cultural competency, digital literacies and customer service
- enhancing services to meet the different needs of cohorts of students, e.g. Foundation Programme students, those where English is not their first language

### Minimising the impact and constraints of rules and regulations on student-centric service

#### How will we do this?

- By removing barriers to staff being able to make responsible student-centric decisions, including exemptions from rules and regulations where they may not account for equity
- Empowering staff to take responsibility for ensuring each student query is fully resolved
- Communicating with you clearly and concisely
- By ensuring all University communication helps foster your engagement, and prevents duplication and confusion

#### How will we know we've succeeded?

- You said what you wanted and we responded, improving your satisfaction rating
- You say we know you well because we understand more about you and your needs
- Wow, that was easy: We make it easy for you to access holistic student-centred advice and complete simple transactions online



*Prestige, authority, control, power, influence, status, spiritual power, charisma – mana is a supernatural force inherent in every person. Mana motuhake recognises the ability and right of individuals to express this, within and alongside, their community. It sees a university that recognises the mana of students.*

# Tātai hono

## Career support and lifetime engagement

Enable you to build transferable skills and access work-based learning, including addressing barriers to employment.

### How will we do this?

- Providing you with transferable skills and attributes attractive to future employers
- Offering scalable and sustainable approach to and co-ordinating work-based learning opportunities
- Helping build industry connections and exposure for you
- Exposing you to alumni success stories including those relevant to Māori and Pacific
- Enhancing existing mentorship and work placement processes
- Supporting the strengthening of alumni

Provide students with multiple channels to engage with and learn from people with current industry experience

### How will we do this?

- Connecting Māori with iwi and industry
- Connecting Pacific students with industry and government
- Supporting students from equity groups with their employability
- Connecting international students with industry and public sector employers

Develop processes and systems that support alumni engagement in lifetime learning and involvement with the University

### How will we do this?

- By providing relevant online courses that resonate with alumni, supported by promotional pricing and marketing
- Ensuring systems and processes make alumni enrolment simple
- Extending lifecycle student journey maps to Alumni for ongoing University involvement

### How will we know we've succeeded?

- You say you're ready for anything because you're strongly engaged as an alumnus
- Your employment outcomes after graduation are positive and you are on the path to achieving your life goals

*Tātai hono are the genealogical ties connecting individuals to their past, present and future. They ensure everyone is connected. A university that acknowledges this will work to maintain those ties to sustain its life and that of its alumni.*



# Pae tawhiti

## Student success

Enabling you to prepare for success before you arrive at the University, taking into consideration the unique needs of Māori and students from equity groups.

### How will we do this?

- By setting expectations of what life will be like at University, e.g. a more responsive and coordinated orientation
- Supporting your choices on taking the right academic path including foundation courses
- Developing culturally appropriate and targeted programmes for Māori, Pacific and equity students
- Building on the existing targeted academic development and leadership programmes for Māori, Pacific and equity groups

Helping you become independent and resilient learners before and during the time you're at university.

### How will we do this?

- By improving creative and critical thinking linked with the Graduate Profile
- Increasing online guidance on learning skills and techniques
- Refreshing and extending student mentoring programmes
- Extending academic resilience programmes

## Supporting you at key transition points

### How will we do this?

- By supporting new students, particularly in the first few months
- Detecting those facing challenges early and provide support
- Promoting greater resilience and wellbeing
- Supporting you when selecting options during transition from year to year or changing your major/programme
- Refreshing and extending student mentoring programmes
- Strengthening staff confidence and capability to engage with students from diverse backgrounds
- Demonstrating our visible commitment to the University's important relationship with Māori and the principles of Te Tiriti o Waitangi in signs, symbols and imagery
- Further developing orientation and mentoring programmes

### How will we know we've succeeded?

You say we care about you:

- The University of Auckland is the preferred choice
- Student retention rates for all students are high
- Students successfully complete a qualification



*This comes from the whakatauki/saying: Ko te pae tawhiti whāia kia tata, Ko te pae tata whakamaua kia tīna. Seek to bring distant horizons closer, and to sustain and maintain those that have been arrived at. Across the Pacific and as a university, this is the aspiration to continuously exhort excellence, innovation and exploration.*



*Taonga are treasures, both material and non-material. Whakamana taonga is then our acknowledgement and upholding the mana of each individual's taonga, from their identity to their aspirations.*

## Whakamana taonga Inclusive culture and student wellbeing

Providing a safe, inclusive and equitable environment where you can celebrate your identity

### How will we do this?

- Improving awareness, understanding and sensitivity of all forms of diversity among students and staff
- Developing all staff to understand the University's special relationship with Māori and the principles of Te Tiriti o Waitangi and how this translates into service provision
- Building cultural competency in all staff and their appreciation of the diversity of our students
- Creating a culture of hospitality, kindness, generosity and showing respect for others
- Giving greater visibility of Māori heritage
- Supporting and increasing visibility for Pacific language weeks (and languages)
- Offering culturally appropriate and affordable food and catering options

Support for students in finding their place, connecting with fellow students and building resilience for academic and life pressures

### How will we do this?

- By building on the strength of existing student clubs and societies and extending for specific groups where appropriate
- Building opportunities for you to engage with the wider community and industry to build connections and lasting networks
- Building innovative and new service channels through leveraging the customer engagement platform

### How will we know we've succeeded?

- You say you belong here, that you feel confident and connected
- You say you feel welcome here, particularly if you're Māori or Pacific, and because our staff have the right capabilities

# Wāhi tapu wāhi pai

## Good digital and physical environment

Create spaces for you to connect, build networks and collaborate

### How will we do this?

- Creating group-based bookable space for collaborative study and socialisation
- By including spaces that enable connection, engagement and community building

Taking a student-centric approach to campus and building design, incorporating our commitment to Te Tiriti o Waitangi and our place in New Zealand into the design of spaces

### How will we do this?

- By improving collaboration between faculties, Campus Life and Property Services to ensure more student-centric spaces in new and repurposed buildings
- Dedicating spaces for Māori and Pacific students to connect and collaborate
- Ensuring our practices are welcoming, meet health and safety needs and are sustainable
- Ensuring spaces are designed for physical accessibility and safety

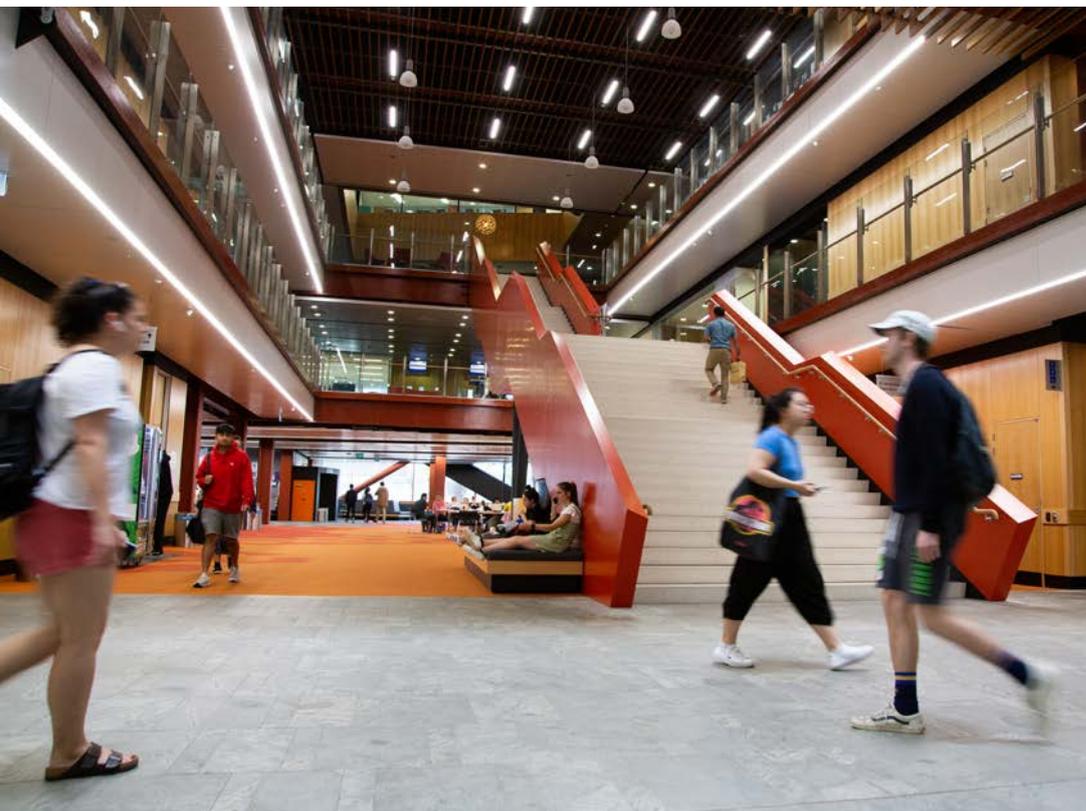
Supporting the broader student experience and digital lifestyle of today's students

### How will we do this?

- By developing smart campus sites with good WiFi, device charging points, access to applications anywhere, anytime on any device, with 24/7 IT student support
- Using digital technology to bring the campus to life and help locate student services and networks

### How will we know we've succeeded?

- You say you have what you need wherever you are because we're using space in a way that suits you
- You say you love coming here because we've created the physical and online environments you want



*We acknowledge the multiple understandings of spaces, ranging from the pragmatic and secular through to the cultural and sacred. We want to create an environment that works in a life giving and holistic way for students that provides a balance of humanity and technology.*



# What happens next?

We need to invest in new initiatives, complete active projects and support our operational groups to deliver the changes needed.

## New initiatives

We will prioritise and progress scoping for:

- Student leadership awards
- A more student-centric advisory framework
- Improved student inquiry management
- More efficient transitions
- Expanded work-based learning opportunities
- Access to Te Reo language learning
- Connected digital experiences

## Our active projects

Collaborate with and amplify existing projects to deliver change. For example:

- our disabilities programme
- retention strategy
- doctoral candidature project
- South Auckland campus
- Recreation and Wellness Centre development

## Operational change

We will support service divisions, faculties and large-scale research institutes to align their student services initiatives with the six outcomes of this strategy.





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Te Whare Wānanga o Tāmaki Makaurau  
NEW ZEALAND

University of Auckland  
Phone: 373 7999 (within Auckland)  
0800 61 62 63 (outside Auckland)  
+64 9 373 7513 (overseas)



[www.facebook.com/UniofAkl](https://www.facebook.com/UniofAkl)

Postal address:  
The University of Auckland  
Private Bag 92019  
Auckland 1142  
New Zealand