



Whakatō Kākano

The University of Auckland Strategic Plan
2021-2030



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

Vice-Chancellor's *Message*

I am pleased to commend to you the University of Auckland Vision and Strategy for the next decade 2021–2030, Whakatō Kākano, which in te reo Māori means 'planting seeds in fertile soil, and nurturing them to grow'.

It recognises the exciting challenges posed by the concerns of our age and is a contemporary statement of our Purpose, Vision and Values.

Whakatō Kākano signals a strong commitment to excellence, sustainability, relevance, fairness and positive impact in all we do. It does this for the immediate communities of the University of Auckland and for Aotearoa, the Pacific, the global social and economic systems critical to intergenerational equity across the World. We promote a Strategy that emphasises well-being, human value and the preservation and protection of our natural world. In short, it is for-the-world.

Consequently we will specialise, prioritising our education and research efforts to improve insight and understanding of global concerns and opportunities, taking informed and positive action through ethical application. We will do this across broad domains – geopolitical, environmental and resources, justice, equality and democracy, health and well-being, technology and digitisation and, through these efforts, advance understanding of what it is to be human, curious, flawed, ingenious and interconnected.

To realise these aspirations we favour transdisciplinarity, and research, respectful of the complex abilities and needs of the diverse communities we serve. And that we co-create, collaborate and disseminate knowledge within and beyond the academy. This will be enabled through strong and meaningful engagement with students, staff and our partners, using open, responsive and novel work practices such as design-thinking, co-design and co-production.

Mobilising to achieve our purpose in a world in flux is not without risk. To successfully stay the course, we must be a strongly principled and values-led academic community, holding ourselves and our partners to values that support academic freedom, curiosity, sustainability, impact and engagement. Paramount amongst these are the most human of values – openness, tolerance, fairness, trustworthiness and respect for each other and our ideas. Throughout the uncertainty and changes ahead, we will live our values and continue to reflect on them, purposely, as we, and our world, change.

The foci proposed in our next decadal strategy are not trivial, and will only be possible by working in ways that respectfully challenge old boundaries and assumptions, that require different behaviours. We will be recognised by our explicit collaboration with our students, staff and partners to understand their needs, aspirations and experiences. This collaboration will inform how we work, our policies, processes, systems and decision making.

Whakatō Kākano is a 10-year, whole of institution strategy, inspired by our staff, students and partners, which will guide our conduct, our focus and our decision making in support of our purpose, vision and mission.



Dawn Freshwater
Vice-Chancellor
The University of Auckland

Our Purpose

We generate, develop and share knowledge with Aotearoa and the World, positively contributing to insight, understanding, impact and sustainability.

Our Vision 2030

We will be recognised as the pre-eminent Pacific University for informing creative responses to improving lives and responding to the issues-of-our-age.

Our Values and Principles

As an academic community committed to the betterment of society, we choose to live our values daily in visible and meaningful ways.

The application of our values, which reflect our foundational relationship with tangata whenua, are informed by hau kāinga; underpinned by:

- Manaakitanga – Caring for those around us in the way we relate to each other;
- Whanaungatanga – Recognising the importance of kinship and lasting relationships;
- Kaitiakitanga – Valuing stewardship and guardianship and our relationship with the natural world.

Our Values

Open Inquiry

- We believe that open inquiry is essential to the betterment of society.
- We think critically and creatively, opening up new possibilities that advance the aspirations of the University and contribute to the prosperity of our communities.
- We embrace the generation and sharing of knowledge, and support the freedom to express controversial opinions and new ideas without retribution.

Integrity

- We act with integrity, openness and honesty at all times.
- We take responsibility for our choices and actions, and trust that others will fulfill their responsibilities.
- We are values-led in our relationships, creating genuine opportunities for the communities we serve to engage in ethical and responsible partnerships.

Respect

- We respect and appreciate what makes people different, thus harnessing the power of our diversity.
- We recognise the multiple perspectives of each other, our students and our communities.
- We understand that our actions influence intergenerational equality and act accordingly in the service of equity and inclusion.

Collaboration

- We nurture deep and authentic relationships and engage across boundaries to achieve shared goals.
- We are engaged and embedded in our communities, creating ethical and genuine partnerships.
- Together we facilitate solutions that shape our future. We value collegiality in pursuit of our endeavours and value each other's contributions regardless of hierarchy.

Excellence

- We are ambitious for the betterment of society and aspire to excellence in everything we do.
- We take on the big challenges and aim high, promoting transformative change that helps create a better future.
- We see our role as a world-class university as helping to shape a better future and creating the leaders of tomorrow.

Responsive

- We embrace sustainable change, adapting quickly to new challenges and opportunities.
- We respond in agile, nimble and informed ways and are flexible in the ways in which we work, teach and create knowledge.

Service to our world

- We value and fulfil our civic responsibilities to the communities we serve.
- We engage with our communities in genuine partnerships to promote their prosperity and help advance their aspirations.
- We apply our knowledge, skills and expertise to the betterment of society.

Our Impact

Humanity is at a critical juncture. As a global civic institution, we have a significant role to play as part of creating fundamental solutions to address unprecedented challenges.

Committed to the collaborative development, dissemination and application of knowledge for positive and material impact on our world, we will work with staff, students and partners to prioritise research, education and engagement activity.

We will re-imagine and embrace new areas of scholarship; loci of research concentration; new programmes of study in emerging disciplines and occupations; and changes in how we work respect to stakeholder relationships and partner networks.

We will do this through our focus on the following four interdependent priorities of relevance.

Leading transition to sustainable and abundant ecosystems

Resource use and associated technologies have real effects – positive and negative – on natural, social and economic systems. Effects extend from the immediate to the long term, from the known to the uncertain, from local to global, macro to micro. Public, political, professional and academic uncertainties affect the capacity of policy, economic, social and technological adaptations, to replace or offset negative consequences.

We will continue to be world-leading in the application of the Sustainable Development Goals (SDGs). Earth systems, biodiversity, water, food, land, human economic systems and unplanned urbanisation are under such pressure that we need to find a way towards sustainable prosperity.

We will strengthen our recognition as a global leader in sustainable and ethical practices through our education, research, engagement and our internal policies and practices.

Improving health and well-being for all

The health and well-being of individuals and communities is varied across nations, urban, rural and remote areas, and across physical, psychological and emotional manifestations. Health and well-being interventions are dependent on the human sense of connectedness, demographics, disease prevalence, political will for change, logistical and economic feasibility; and, the existence of relevant technologies.

Breakthroughs in technology and contemporary practices (such as genomics, phenomics, telehealth), where available, are changing life expectancies and quality. The effectiveness, ubiquity and equitable availability of preventative and remedial services depends upon a balance of technical, political, economic and ethical settings.

We will be a global innovator in the discovery and ethical and equitable application of technologies, public policy and delivery mechanisms that contribute to the sustainable health and well-being of humanity.

Advancing just, cultured and engaged communities

The capacity of individuals and organisations to meaningfully and fully engage in the lives of their communities has never been more important. Global political and governance systems are no longer viewed as effective. Understanding this, we recognise that maximising individual and community participation is one aspect of realising just and fair communities and creating additional cultural value. In addition, global concerns around democracy, competing frames of knowledge development and the increasing disparities appear to be leading us to a divided and fractured world.

We will be known as a place where tolerance, diversity and dynamism of local and global communities are recognised, valued and improved through our education, research, engagement and in how we treat the world. We will remain critically cognisant of the value and values of other knowledge systems including mātauranga Māori and to working with citizen-scientists.

Innovating contemporary, distributed, secure knowledge systems

Opportunities abound for automated, intelligent and distributed systems to revolutionise society and economies and transform the human condition.

New digital tools and systems challenge current conceptions of national boundaries, sovereignty, personal and group identity, privacy, etiquette, security, democracy and the rule of law.

Such transformations have impacts beyond economic production, reaching into lifestyle, workplace relationships and family formation. Their adoption and application threatens to outstrip the capacity of humanity and its systems to adapt.

We will embrace the confluence between human practices and digital capabilities to enable the fair and ethical development, application and distribution of innovations. This will see transformations across our education, research and engagement practice and in how we work as an organisation.

Education and Student Experience

As a result of our distinct educational experience, University of Auckland students and graduates will be notable for their leadership and high level of engagement in the contemporary concerns of society. They will possess an intimate and deep sense of cultural identity, social justice and civic duty which will be demonstrable in their actions and interactions. Our graduates will stand apart from others in their readiness to play leading roles in public debate and in matters of relevance to our communities.

University of Auckland students are engaged in the design of their programmes, their learning experiences, the digital, social and physical contexts in which they learn and the myriad co-curricular and extra-curricular opportunities that enhance student life, experience and learning.

Through the curriculum, students will be highly connected to knowledges of place and conversant in mātauranga Māori, kaupapa Māori and Te Tiriti o Waitangi principles and accountabilities.

Students who embark on a University of Auckland research-informed education join an inclusive lifelong learning culture. They will be active participants in an educational environment that recognises and prioritises their changing life demands and preferences, and privileges human connections. They will learn from each other and participate in imaginative and innovative programs designed by leading researchers in their disciplines.

Our Education and Student Experience Priorities

Education that is research-informed, relevant and with transdisciplinary impact for the world.

Graduates who make the world better tomorrow than it is today.

Student-centric learning, co-curricular and extra-curricular cultures.

Accessible, equitable and flexible lifelong higher education opportunities.

Excellence in teaching and student experience.



Research and Innovation

Embracing its distinctive position and commitment to Aotearoa, and the Pacific, the University of Auckland engages deliberately in effective and sustained ways to advance research for the betterment of communities with a considered focus on areas of priority and impact.

Our unique diversity of world views, and multiple ways of knowing, enriches and distinguishes our research locally and globally. Importantly, our research will reflect and be cognisant of the principles of Te Tiriti and will value mātauranga Māori as a way of analysing and understanding our world.

Deep disciplinary knowledge is a necessary precursor to successful collaboration. Curiosity-driven research is a core strength of the University that it will continue to champion. Integration of research and discovery into our teaching and learning will attract and inspire our students to be bold, curious learners and will further inform our research endeavours.

Our researchers have the courage and energy to work beyond disciplinary constructs in order to tackle the complex questions, and social innovations, needed to address the concerns of our age. Targeted international relationships will expand and enhance the scope, scale and quality of our research, resulting in transformative impact, and enhancing our reputation as global leaders in signature research areas.

Our research will be relevant and have a positive impact on the prosperity, resilience, environmental sustainability, and the wellbeing of our society. This will be evidenced by a renewed confidence in the University as a partner and an independent and trusted source of truth.

A spirit of innovative, creative and entrepreneurial research has always characterised the University of Auckland. We will build on this legacy, committing to being a global powerhouse for translational

research, developing new commercial and social enterprises and educating graduates with innovative, creative and entrepreneurial capabilities. We will transform our institutional culture into one of empowered creativity and informed and ethical risk-taking.

We will provide room for 'slow scholarship', critical to building capacity and engaging ethically with our diverse communities. We will nurture and sustain our research workforce, and provide tangible support for the development of the next generation of scholars. Our performance standards will respect the diversity of research activity across our institution and be compatible with a world-class university environment in which research careers thrive. This will also require a strong focus on investing in and growing our Māori and Pacific research workforce.

We will selectively phase staff and infrastructure investment to resource and transform our research ambitions and institutional priorities.

Research and Innovation Priorities

World-class research inspired by our place in Aotearoa and the Pacific.

Ambitiously confronting humanity's greatest challenges.

Relevant, purposeful, impactful research for our communities.

A global powerhouse of innovation, creativity and entrepreneurship.

Nurture and recruit outstanding research talent.

A research ecosystem characterised by collaboration, agility, simplicity, engagement and empowerment.

Partnerships and Engagement

The University's knowledge, expertise and teaching are a taonga that belongs to our communities. In service we will be recognised as a University that shares our resources, listens and acts in the interests of diverse communities. We co-create knowledge through teaching, upskilling and by contributing to research and policy. Our research is translated into meaningful outcomes for people and the natural world. Our unique, diverse and distinctive place-based perspectives make us a valued partner when working with others to meet community and world challenges.

We take the benefits of this distinctive and diverse engagement, infused by our values and the Māori guiding principles of Manaakitanga, Whanaungatanga and Kaitiakitanga, to the world and into our global partnerships. This makes us a unique, and highly valued partner of choice for the world's leading organisations and industries. Acting as an international knowledge broker, we not only share our insights, knowledge and understanding with the world, we ensure that the best of what the world offers is brought back to our Pacific shores and applied in the interests of all.

Our Partnerships and Engagement Priorities

A globally networked, relevant and approachable partner.

A meaningful and enduring relationship with tangata whenua.

Deep engagement with diverse Aotearoa and Pacific communities.

Lifelong relationships with aspirants, students and alumni.

Diverse student body reflecting our communities.

Recognised and valued by our communities for the contributions we make towards a more sustainable future for all.

Enabling our People and Culture

The University embraces its aspiration to develop, support, guide and empower its people to succeed together – for sustainable impact.

Our success will depend on reimagining the ways in which we access, align, engage, develop, reward and ultimately lead the workforce of the future. Automation, digitisation, and societal shifts are changing the capabilities and mindsets required in relation to the future of work.

To respond, the University will take a values and purpose led approach, acknowledging the need for aligned participative leadership and empowered teams at all levels to build insight, trust and confidence for change.

The University of Auckland will develop a workforce that is diverse, capable, innovative and flexible to enable us to fulfil our academic aspirations and respond to the challenges of the future. We will facilitate the development of new and adaptive career pathways and an innovative people experience to support this. Our people will be adept at broad and deep collaboration in transdisciplinary and cross-functional contexts, in and beyond the University, with an enduring commitment to impact and sustainability.

We will be a place where te reo Māori can flourish and where mātauranga Māori is valued, fostered, protected and used responsibly by us all. We will continue to champion diversity and inclusion ensuring all people feel valued and respected and can contribute fully to the success of the University.

Activating our values, we will develop a culture that is outwardly focused and inclusive, characterised by belonging, diversity, a commitment to excellence and the empowerment of staff to innovate and succeed. Our people and interactions with them will be enabled by contemporary and innovative ways of working, favouring:

- A deep ethos of service to our students and communities.
- Effective collaboration and engagement with our communities and partners.
- Dedication to co-design, co-development and design thinking in all we do.
- A bias for agile and informed change.
- A focus on well-being and job enrichment.

Priorities in Enabling our People and Culture

Live our values.

Develop a future-ready workforce.

Build a high performing, diverse, inclusive and equitable community.

Activate Manaakitanga, Whanaungatanga and Kaitiakitanga across our People and Culture practices.

Enabling leadership.

He aha te mea nui o te aō. He tāngata, he tāngata, he tāngata

What is the most important thing in the world? It is people, it is people, it is people.

Enabling our Environment

The development and management of our facilities and services will focus on mana-enhancing stakeholder experiences. These experiences will be anchored in our distinctive physical and digital spaces, responsive and accessible services, and our open and collaborative work practices that privilege the needs of our students, staff and partners.

Our decision making is strongly values-based focused on delivering professional services that are ethical, equitable, excellent and sustainable. These values will be evident in our service interactions and in the experiences supported by our physical, digital and social environments. We continually seek user feedback and sentiment which guides our program of continual improvement.

Kaitiakitanga will be evident in our approach to sustainability and woven into everything we do. We will realise this in close collaboration with mana whenua and through open, inclusive engagement with our many and varied partners.

Manaakitanga underpins our drive for innovative human-centred design to deliver mana-enhancing, performant, and delightful services and practices. Open, transparent, and ethical governance and data-informed decision-making will foster a high-trust culture and increase the University's accountability, agility, and nimbleness.

Our physical, digital and social presences will balance acknowledgement of history, heritage and place with the vibrant evolution of our communities. As you engage with the University

of Auckland's digital, physical and social spaces, you will experience a distinctive sense of place that invites engaged and collaborative meditations with students, academics, community, professions and industry on current and transdisciplinary challenges.

Our Newmarket Campus will make visible our innovation and commercialisation strengths and will invite community and industry interaction.

Our Tai Tokerau and Tai Tonga campuses will be recognised as gateways to the University and their spaces and digital connections will deliver innovative and welcoming outreach, engagement, and extension activities with our communities.

Priorities in Enabling our Environment

Prudent, transparent and informed operations.

Mana-enhancing services and practices.

Seamless, effective and equitable user experiences across social, physical and digital environments.

A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific.

An established path to net-zero carbon status and to meaningful metrics of the University's progress towards overall sustainability.



Strategic Plan 2021-2025

1. Relevance & Impact 2021-2025

Priority	Strategic Focus
Education & Student Experience (Priority 1: Relevant curriculum)	<ul style="list-style-type: none"> • Develop current and new offerings in our areas of transdisciplinary focus for quality, viability, impact and strategic alignment. • Provide credit bearing and partnered transdisciplinary, research led, experiential, international and industry-based / Work-Integrated Learning experiences for all students. • Develop programmes and student recruitment plans to rebalance education activity around transdisciplinary priorities. • Graduate individuals who are literate across disciplines, can apply broad sustainability principles, choose to collaborate; and, have a bias for impact. • With leaders in kaupapa Māori pedagogies and mātauranga Māori include te ao Māori in programmes, teaching and the student experience. • Review the University Graduate Profile to ensure that it is current, 'fit-for-purpose' and gives clear expression to the full range of the University's values and graduate capabilities.
Education & Student Experience (Priority 4: Access to education)	<ul style="list-style-type: none"> • Review offerings, scheduling, and delivery to improve access and retention to accommodate broader student needs and life stages including: <ul style="list-style-type: none"> • Improved pathways, timetabling, mode options, remote and community-based provision • Improved retention and progression for Māori students and Pacific students • Alternative education opportunities for select needs
Research & Innovation (Priority 1: World class research inspired by our place)	<ul style="list-style-type: none"> • Identify and invest in targeted international research partnerships that support our transdisciplinary aspirations. • Deepen and strengthen relationships with Māori and Pacific communities. • Grow Māori and Pacific scholarship in areas of transdisciplinary priority.
Research & Innovation (Priority 2: Research confronting societal challenges)	<ul style="list-style-type: none"> • Focus investment to recognise our transdisciplinary priorities and existing areas of proven strength. • Foster collaboration and create opportunities for cross-discipline collegiality through social or intellectual interaction.
Research & Innovation (Priority 3: Relevant & impactful research)	<ul style="list-style-type: none"> • Be a research partner of choice for industry, policy makers and community organisations. • Review promotion and reward systems to appropriately recognise the value of a range of research endeavours. • Upskill and build capability of staff and students in research impact, engagement and science communication.
Research & Innovation (Priority 4: Innovation, creativity & entrepreneurship)	<ul style="list-style-type: none"> • Boost knowledge mobilisation, research translation and commercialisation. • Invest in university-industry collaboration in transdisciplinary priority areas and where we have demonstrated global competitive strength or potential. • Identify innovative affiliation models (e.g. shared appointments, co-investments, triple-helix partnerships with industry, community organisations, government).

Priority	Strategic Focus
Partnerships & Engagement <i>(Priority 1: Relevant partner)</i>	<ul style="list-style-type: none"> Develop a values-led framework to identify, prioritise, resource and manage strategically aligned, diverse and ambitious partnership opportunities in transdisciplinary priority areas that support research and student and staff mobility. Develop policy, process, staff and capability to simplify engagement with the University and facilitate access to university capability. Develop work plans with identified partners in transdisciplinary priority areas to achieve shared outcomes.
Partnerships & Engagement <i>(Priority 2: Relationship with tangata whenua)</i>	<ul style="list-style-type: none"> Collaborate with tangata whenua to co-develop a framework with an ethos of service built on Māori values, to support our mutual commitment to deep and ongoing partnership. Develop focussed workplans with mana whenua in Tāmaki Mākaurau and Te Tai Tokerau to achieve shared outcomes.
Partnerships & Engagement <i>(Priority 3: Engagement with diverse communities)</i>	<ul style="list-style-type: none"> Identify and prioritise where University transdisciplinary excellence is matched to community needs and develop work plans to achieve shared outcomes. Realise our commitments to Tāmaki Mākaurau, Te Tai Tokerau, Pacific peoples here and in the Pacific, and our diverse communities in Aotearoa through collaboratively developed workplans.
Partnerships & Engagement <i>(Priority 4: Lifelong relationships)</i>	<ul style="list-style-type: none"> Deepen understanding of our diverse aspirants, students and alumni and their engagement values and interests to determine life-stage relationships with the University. Design an innovative programme of engagement for seamless, rich and reciprocal relationships with individuals in their personas as aspirants, students and alumni.
Partnerships & Engagement <i>(Priority 5: Diverse student body)</i>	<ul style="list-style-type: none"> Develop innovative and bespoke engagement approaches to distribute our academic offering to diverse aspirant communities in Aotearoa, the Pacific and the world. Implement student recruitment activity to rebalance the student cohort to reflect diversity and transdisciplinary priority areas detailed in our education, EFTS and budget plan.
Partnerships & Engagement <i>(Priority 6: Recognition by potential partners)</i>	<ul style="list-style-type: none"> Review our organisational identity and our communications and outreach approaches to provide meaningful opportunities for our diverse communities to easily access relevant information from university experts. Provide opportunities for our communities to be heard and to inform our teaching and research. Ensure university outcomes that are relevant to the priorities of our communities are shared.

2. Student Experience 2021-2025

Priority	Strategic Focus
Education & Student Experience (Priority 2: Learning cultures)	<ul style="list-style-type: none">• Develop a student-centric education model for physical, digital, formal and informal learning activities enriched by professional and community co-curricular activities.• Extend informal social, professional and academic engagement between individuals, student cohorts, staff and the broader university community.
Enabling Environment (Priority 3: User experience)	<ul style="list-style-type: none">• Develop an integrated physical and digital environment plan that reimagines how we plan, develop and integrate the use of all our facilities and systems to create distinctive, equitable, accessible, culturally attuned, user-shaped and sustainable spaces and experiences.• Create focussed plans for Newmarket, Tai Tokerau and Tai Tonga recognising and maximising the specific opportunities represented by each.



3. Workforce Development 2021-2025

Priority	Strategic Focus
Education & Student Experience <i>(Priority 5: Excellent teaching)</i>	<ul style="list-style-type: none"> • Build academic staff capability in collaborative practice, transdisciplinary pedagogy, student engagement and success; honouring Te Tiriti; working with Pacific communities. • Improve support for selected pedagogical innovations and the scholarship of teaching and learning. • Revise appointments, continuation and promotions processes to select for, develop and reward high quality teaching for all student cohorts. • Develop cultural competencies for all teaching staff.
Research & Innovation <i>(Priority 5: Research talent)</i>	<ul style="list-style-type: none"> • Strengthen, grow and diversify our research pipeline in transdisciplinary priority areas. • Invest in equity objectives and particularly the growth of the Māori and Pacific research workforce. • Identify and invest in academic leadership in transdisciplinary priority areas. • Provide outstanding researcher training and capability building in areas such as Vision Mātauranga, research impact, leadership and research integrity.
People & Culture <i>(Priority 2: Future ready workforce)</i>	<ul style="list-style-type: none"> • Undertake a detailed university-wide workforce planning exercise to inform our current and needed staff profile, expertise, work practices and behaviours across all academic and professional areas. • Revise academic and professional reward, recognition, performance and development frameworks to align with strategic aspirations. • Co-create a University of Auckland 'people experience' that responds to the needs and aspirations of current and future staff. • Review HR policy, practice and programmes to ensure supported and smooth workforce evolution to meet current and emerging social, physical and digital modes of operation.
People & Culture <i>(Priority 3: Inclusive workforce)</i>	<ul style="list-style-type: none"> • Improve data, insights and decision support to ensure continuous improvement of staff capability, performance, affiliation, diversity, inclusion and equity outcomes. • Determine and craft changes to recruitment, career entry pathways and mentoring initiatives aligned to the needs of specific cohorts. • Determine opportunities to maximise and showcase the distinct professional, social and cultural contributions of staff cohorts across all cultures and identities. • Reassess our criteria for selection, promotion and rewards to value service to our communities, collaboration, transdisciplinarity and impact.
People & Culture <i>(Priority 4: Manaakitanga, Whanaungatanga, Kaitiakitanga)</i>	<ul style="list-style-type: none"> • In the context of the workforce planning exercise and in collaboration with Māori community leadership and staff, develop signature programmes that facilitate an environment that is mana-enhancing for Māori, promote an understanding of our place in Aotearoa New Zealand; and, enable all our people to engage with Māori internally and externally. • Develop targeted recruitment and career programmes, sourcing from our own students and iwi/community groups.

4. Policies & Processes 2021-2025

Priority	Strategic Focus
Education & Student Experience <i>(All Priorities)</i>	<ul style="list-style-type: none"> Undertake a phased review of policy and process to support our priorities, ensuring: <ul style="list-style-type: none"> An annual cohesive executive approved programme development pipeline and student recruitment plan Student and staff centricity Simplicity and fitness-for-purpose Clear roles and responsibilities Transparent risk, decision making and resourcing frameworks
Research & Innovation <i>(Priority 6: Research ecosystem)</i>	<ul style="list-style-type: none"> Review policy, processes and decision making frameworks for transparency, simplicity and to inform executive decisions on research funding priorities. Invest in and strengthen shared infrastructure and resources to enable cross-organisational collaboration. Adopt a framework to inform greater risk tolerance in our research. Reduce and simplify administrative overheads and processes and enable agile ways of working.
People & Culture <i>(Priority 1: Live our values)</i>	<ul style="list-style-type: none"> Define and deploy our values in practice. Revise HR policy, practice and programmes to support and empower staff and leadership to enact values. Provide training, development and support to enable staff to work in cross functional, open and collaborative ways.
People & Culture <i>(Priority 5: Leadership)</i>	<ul style="list-style-type: none"> Develop a values-based leadership and leadership training framework that: <ul style="list-style-type: none"> Recognises and supports distributed leadership across academic and professional areas. Clearly articulates expectations and provides associated development for current and emerging leaders Supports succession planning
Enabling Environment <i>(Priority 1: Informed operations)</i>	<ul style="list-style-type: none"> Informed by Kaitiakitanga, develop and implement policy, processes and a work plan for ethical and sustainable operations including: <ul style="list-style-type: none"> A commitment to achieve net-zero carbon status by a date to be determined Reductions in use across all resource classes Increases in asset utilisation (particularly space) A framework for sustainable and ethical procurement Move to contemporary and sustainable ways of working Measured and publicly reported accountability

Priority	Strategic Focus
<p>Enabling Environment (Priority 1: Informed operations)</p>	<ul style="list-style-type: none"> • Review planning and resource management frameworks to ensure strategically aligned, integrated, informed and balanced decision support to the VC and Executive: <ul style="list-style-type: none"> • University and unit annual budget and priority setting • Programme development, student load and research planning • Marketing, engagement and communications • Capital and facilities management planning • Review and recast long-term revenue and investment plans to ensure support for the strategy. • Review and communicate governance and management frameworks (committees, accountabilities, policies, delegations, roles, responsibilities, risk and compliance etc) for simplicity, transparency and effectiveness. • Review the quality, viability and relevance of current operating models for corporate and support services to determine improvement opportunities. • Develop an institutional information framework to guide the ethical acquisition, structure, storage and utilisation of non-academic institutional data assets.
<p>Enabling Environment (Priority 2: Mana-enhancing services)</p>	<ul style="list-style-type: none"> • Guided by Manaakitanga: <ul style="list-style-type: none"> • Develop and adopt a human-centred, collaborative and transparent service-design methodology grounded in quality, viability, relevance and strategic alignment criteria • Develop a prioritised schedule of services for review • Advance our capabilities and practices for innovation and co-creation of services and experiences • Embed continuous improvement user feedback mechanisms in all services

Measures of Success

Evidence of Impact (KPIs), for discussion and agreement of the quantum over the next 5-year period.

Implementing our strategy will be guided by a performance indicator framework at institutional, portfolio, faculty and local levels.

The framework will include:

Student, staff and partner feedback

Recognition for excellence in nominated University areas of focus and impact

Demand from prospective students and staff, industry and partners

Breadth, depth and impact of partner relationships

Academic reputation

Recognition for sustainability

Achievement of agreed performance thresholds:

Staff capability and capacity

Student EFTS recruitment

Student satisfaction and performance

Research earnings and impact

Resource utilisation (carbon, energy, water, waste)

Service and facility efficiency and effectiveness

Financial sustainability

