Executive Summary

Services for students at the University of Auckland provide an encompassing structure supporting outreach, recruitment, retention and success of our diverse student community. These services are a fundamental contributor to a student’s overall university experience, with good support services enabling students to develop the capabilities set out in the University’s Graduate Profile.

This strategy reflects the University’s commitment to an important relationship with Māori that acknowledges Te Tiriti o Waitangi. The values of manaakitanga, whanaungatanga, and rangatiratanga provide a strong foundation for the future of student services and we are committed to developing our understanding of Te Tiriti and what it means for the services we offer.

Services for students traverse a wide spectrum. Some are designed to overcome personal barriers to participation, while others are provided to help students enhance and broaden their experience, develop friendships and support networks, underpin academic success, and maintain good mental and physical health and wellbeing. Student Services aims to deliver a seamless and high-quality university experience for all our students, supporting participation, achievement and success across all levels of university learning and research.

Student expectations have changed significantly and will continue to change. Our student body has grown and become more diverse, and technological advances are transforming the way students wish to engage with, and experience, services. In an increasingly competitive recruitment environment these changing expectations present a major challenge to the University.

Our aspiration to “provide a transformative and inspirational student services experience which encourages a lifelong connection with the University of Auckland” will require us to improve significantly against global satisfaction measures. We need to consider our priorities for service development and how these are aligned to student expectations of a great university experience.

The feedback from students and staff gathered through focus group workshops, surveys, market research and student journey mapping activity has identified eight key challenges that must be addressed if we are to deliver on our vision. These are:

- Delivering services from a student perspective
- Ensuring we reflect Te Tiriti o Waitangi as integral to student services
- Reflecting the University’s equity commitments
- Encouraging student success
- Creating a campus culture and community where all students feel they belong, are safe and engage at the level that contributes to a great experience.
- Infrastructure that supports student needs
- Responding to changes in employment
- Recognising our fiscal challenge
To address these challenges, six outcomes have been identified, supported by associated strategic directions and areas of focus. The outcomes are:

- **Ngā Maunga Whakahī - Build on our core strengths and points of difference**
  We operate in a highly diverse and competitive environment, with students able to choose where and how they study within New Zealand and across the world. It is therefore vital to continue to enhance our strengths and strategic points of difference.

- **Mana Motuhake – Student centred service delivery - easy to engage, seamless and self-service access**
  Overall, the University is committed to an excellent student experience for all its students. However, what that experience is, and how it is delivered, may differ from student to student. Services need to develop personalised approaches whether online or in-person that recognises the individual student journey.

- **Tatai Hono – Career support and lifetime engagement**
  The University needs to help students prepare for a changing career landscape where they need to build skills to suit jobs that currently do not exist. The University also has an opportunity to support students with their lifetime learning to enable them to upskill and reskill to meet changing career needs. It is important for students to develop skills and knowledge that enable them to be able to engage effectively with the modern Māori economy.

- **Pae Tawhiti – Student success**
  Helping our students prepare for life at University and supporting them during their academic and broader student experiences will equip them for a successful life after graduation. We also support Māori students to achieve success, as Māori.

- **Whakamana taonga - Inclusive culture**
  The University is committed to developing a campus environment and community that is supportive, inclusive, and culturally responsive and caters to the diverse needs of all students.

- **Wāhi tapu wāhi pai – Right infrastructure including student spaces**
  As the use of blended and online learning increases it changes the type of spaces students need. Recent and ongoing building projects have recognised that changing need. However, there are opportunities for more collaborative planning to take place at a campus, rather than building or sector level, to improve the student experience.

For each strategic outcome, priorities will be agreed, and an action plan developed, to set measurable goals over the next four years.

With students at the centre of this strategy, we acknowledge that their needs will continue to evolve and change, and we will be required to quickly respond and adapt to those needs. More broadly, the University will also need to adapt to new demands arising from an ever-changing environment. This will require a continuous cycle of planning, design, development, implementation, and evaluation.

A central enabling strategy for effective design and delivery of Student Services is the ongoing commitment to staff capability development. Whilst essential capabilities will shift over time the initial focus will include customer-centred service design, cultural competence, digital service delivery, effective end-to-end process management and organisational skills in targeted process automation.