



Taumata Teitei

Vision 2030 and Strategic Plan 2028



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

Vice-Chancellor's Message

Whakatauki

*Whāia te iti kahurangi, ki te tuohu koe
Me he maunga teitei
Seek the treasure which you value dearly
If you should bow your head, let it be to a lofty mountain*

The University of Auckland is located in Aotearoa New Zealand, a place of extraordinary beauty and diversity, where Māori are tangata whenua. From here, we reach out to the Pacific, to Asia and the World. Our enduring relationship with tangata whenua is based upon Te Tiriti o Waitangi, an essential part of our distinctiveness, and a key component of our new Vision 2030 and Strategic Plan 2028.

I am pleased to commend to you this University of Auckland Vision and Strategy for the next decade 2021–2030, *Taumata Teitei*, which can be interpreted from te reo Māori as pursuing excellence, despite uncertainty. It recognises the exciting challenges posed by the concerns of our age and is a contemporary statement of our purpose, vision and values.

Alongside our new Vision and Strategy, we are co-creating a framework titled *Waipapa* (based upon the Ngāti Whātua Ōrākei gifted name for the University, *Waipapa Taumata Rau*). A framework that will sustain us beyond this 10-year Strategy, it elucidates ideas important to the University, including the principles of manaakitanga, kaitiakitanga and whanaungatanga. Located within an interactive network of maunga (mountains) redolent of the many mountain peaks of Auckland, this iterative framework will act as a dialogue over successive years, supporting our actions, deliberations and outcomes, so as to benefit our students, staff and key communities.

Our common commitment to ecologically sustainable systems, equitable and just society, well-being for all, and a thriving economy based upon innovation, are therefore to be understood through the lens of this framework.

Taumata Teitei 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, for Aotearoa and the Pacific, as well as 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, our strategy is for the world.

Consequently, we will sharpen our focus, prioritising our education and research efforts to improve insight and understanding of global concerns and opportunities, taking informed and positive action through ethical use of knowledge. 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, working collaboratively through our teaching and research, respectful of the complex abilities and needs of the diverse communities that we serve. We co-create and disseminate knowledge within and beyond the academic, which is enabled through strong and meaningful engagement with students, staff and our partners, using open and responsive 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 succeed, we must be a strongly principled and values-led academic community, holding ourselves and our partners to values that support academic freedom, curiosity, research-driven knowledge, 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, as we, and our world, change.

The foci proposed in our new strategy 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, alumni and partners to understand their needs, aspirations and experiences. This collaboration will inform how we work, and our policies, processes, systems and decision-making.

Importantly, through our lived values we will continue to demonstrate our belief in sustainable, fair and equitable societies, innovation-led economies, and to meeting our responsibilities to Māori, Pacific and students of all socio-economic backgrounds.



Professor Dawn Freshwater
Vice-Chancellor
The University of Auckland

Our values

Our values are lived through our behaviours and actions, with strong and enduring commitments to open intellectual inquiry, collaboration, creativity, and equity and diversity.

Purpose

We create globally transformative impacts through our distinctive strengths in world-leading research, scholarship, teaching and collaborative partnerships, inspired by our unique position in Aotearoa New Zealand and the Asia-Pacific.

Vision (2030)

We will be internationally recognised for our unique contribution to fair, ethical and sustainable societies.

Te Ao Māori Principles

We are committed to positively impacting society, and to the advancement and exploration of knowledge. We will do this in ways consistent with our emerging Waipapa framework. Our fundamental principles reflect our foundational relationship with tangata whenua and our commitment to Te Tiriti.

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.

Respect and Integrity

- We respect and appreciate what makes people different, harnessing the power of our diversity.
- We recognise the multiple perspectives of our community.
- We understand that our actions influence intergenerational equality and act accordingly in the service of equity and inclusion.
- We act with integrity, openness and honesty at all times.
- We take responsibility for our choices and actions, and trust that others will fulfil their responsibilities.
- We are values-led in our relationships, creating genuine opportunities for the communities we serve to engage in ethical and responsible partnerships.
- We embrace the generation and sharing of knowledge, supporting the freedom to express controversial opinions and ideas without retribution.

Excellence

- As a world-class university, we will maximise our contributions to forging just and sustainable societies in Aotearoa New Zealand and the Pacific.
- We are ambitious for the betterment of society and aspire to excellence in everything we do.
- Together with our students, communities and international partners, we facilitate solutions that shape and advance our future.
- In our role as a world-class university, we work to graduate the leaders of tomorrow.
- We believe that excellence in teaching and research provides a means of engendering transformation in the lives of many people.

Service

- An ethic of active service and civic responsibility underpins all engagements with our communities.
- We engage with our communities in genuine partnerships to promote their prosperity and help them to realise their aspirations.
- We apply our knowledge, skills and expertise derived from our engagement with kaupapa Māori and international scholarship to the positive transformation 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 during a time of extreme change. As a university, we remain committed to the pursuit of excellence in the development, dissemination and impact of knowledge.

In respect to our unique positioning in one of the world's most diverse cities in Aotearoa New Zealand, and our deep connections to Pacific, Australasian and Asian neighbours, we enjoy strategic regional and global alliances that serve to further our purpose and values.

Committed to the collaborative development, wide sharing and application of knowledge for positive and material impact on our world, we will selectively prioritise research, education and engagement activity. We will reimagine what we do 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 with stakeholders and partners.

We will do this through a focus on our four interdependent priorities of sustainability, health and well-being, justice, and ethical innovation and technology.

Leading transition to sustainable ecosystems

Resource use and associated technologies have real effects – both positive and negative – for our 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 extending the reach and significance 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 and engagement, and by our internal policies and practices. We recognise that indigenous practices may yet teach us important transferable lessons regarding sustainable ecosystems and that this mātauranga may be of value to us as we commit to this global sustainability imperative.

Improving health and well-being for all

The health and well-being of individuals and communities vary 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. Unique indigenous approaches to well-being, such as hauora, which encompass a holistic understanding of health, will facilitate creative ways of delivering and responding to health inequalities.

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 depend 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, yet recent experiences highlight lessening confidence in traditional governance structures. Understanding this, we recognise that maximising individual and community

participation is one aspect of realising just and fair communities and creating additional societal value. Such efforts will help ameliorate the current decline in trust of democracy and consequential inequalities.

We will be known as a place where 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 threaten to outstrip the capacity of humanity and its systems to adapt. Our distinctive application of whanaungatanga will ensure that we remain connected to our common human endeavours.

We will embrace the confluence between human practices and digital capabilities to enable the fair and ethical development, application and distribution of innovations. This requires our university to engage in wide-ranging and entrepreneurial responses.

We will forge enduring partnerships that inform and guide our progress towards becoming a Māori Data Sovereignty organisation. This will see transformations across our education, research and engagement practice and in how we work as an organisation.

Education and Student Experience

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 programmes designed by leading researchers in their disciplines and engaging with their fellow students in campus-based experiences.

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

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 of co-curricular and extra-curricular opportunities that enhance student life, experience and learning.

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 and sustainable practices, 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.

Our Education and Student Experience Priorities

Accessible, equitable lifelong higher education opportunities.

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

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

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



Research and Innovation

Embracing its distinctive position and commitment to Aotearoa, and the Pacific, the University of Auckland will advance excellent research for the betterment of our world and its communities. Our unique diversity of world views, and multiple ways of knowing, enriches and distinguishes our research locally and globally. Our research will reflect and be cognisant of Te Tiriti and will value mātauranga Māori as a way of analysing and understanding our world.

A spirit of innovative, creative and entrepreneurial research has always characterised the University of Auckland. We will build on this to become a global powerhouse for translational research, developing new commercial, social and creative enterprises. Our institutional culture will reflect empowered creativity and informed risk-taking, and we will instil an entrepreneurial mindset in our graduates. 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 and enable our research endeavours.

We commit to being open and engaged, striving to build strong, transparent and reciprocal relationships with local and global communities. Our research will be relevant and have a positive impact on the prosperity, resilience, environmental sustainability, and the well-being of our society. This will be evidenced by confidence in the University as a partner and an independent and trusted critical voice.

Acknowledging that deep disciplinary knowledge is a critical enabler of successful collaboration, our researchers will be encouraged to work beyond disciplinary constructs to tackle the complex questions 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. Curiosity-driven research is a core strength of the University that we will continue to champion. We will support a diversity of scholarship and the multiple paths to impact, critical to engaging with our diverse communities.

We will nurture and sustain our research workforce providing 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 include a focus on investing in and growing our Māori and Pacific research workforce.

Research and Innovation Priorities

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

A global powerhouse of innovation, creativity and entrepreneurship.

Relevant, purposeful, impactful research for our communities.

Ambitious research confronting humanity's greatest challenges.

Nurturing, recruiting and retaining outstanding research talent.

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

Partnerships and Engagement

Our engagement and partnerships build on our commitment to Te Tiriti and tangata whenua.

The University's knowledge, expertise and teaching are a taonga. Through partnerships, we express this: we are accessible; we value our students, alumni and donors; we are open and committed to iwi, communities, organisations, industry and international partners. With a strong sense of duty, we contribute to central and local government policy, and with our partners we translate research into meaningful outcomes for people.

The opening decades of the 21st century have shaped Auckland City into one of the world's most diverse cities. Its exponential growth has laid bare issues of sustainability, equity and social justice. Our unique, distinctive and place-based perspectives make us a valued partner when working with others to meet these community and world challenges.

We take our 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 our global partnerships. This makes us a unique and highly valued partner of choice for the world's leading organisations and industries.

Acting as a 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

Strengthen and deepen our relationship with tangata whenua.

An ambitious and relevant partner that is globally networked.

Deep engagement with diverse Aotearoa and Asia-Pacific communities.

Enduring relationships with prospective students, students, alumni and donors.

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

He aha te mea nui o te ao. He tangata, he tangata, he tangata

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

The University embraces its aspiration to develop, support, guide and empower its people to succeed together – for the betterment of society.

Our success will depend on reimagining how we access, align, engage, develop, reward and ultimately lead the workforce of the future. Societal shifts in Aotearoa New Zealand, as well as automation and digitisation, are changing the capabilities and mindsets required for the University to thrive and prosper.

To respond, the University of Auckland will develop an inclusive workforce that is diverse, capable, innovative and flexible to fulfil our academic aspirations and respond to the challenges of the future. We will be a place where te reo Māori can flourish and where mātauranga Māori and Te Tiriti o Waitangi are valued, fostered, protected and used responsibly by us all. Activating our values, we will develop a mana-enhancing culture that is outwardly focused and open, characterised by belonging, equity, a commitment to wellbeing, and the empowerment of staff to innovate and succeed.

We will take a values and purpose-led approach, recognising the need for aspirational inclusive leadership and empowered teams, to build insight, trust and confidence for change. The nurturing and development of a more diverse workforce, alongside the establishment of new adaptive career pathways, will strengthen our

contribution to world-class research, scholarship and teaching. We will create a distinctive people experience in which our people's wellbeing is vital and our place in Aotearoa New Zealand and the Pacific is celebrated. They 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 continue to champion diversity, inclusion and equity, ensuring all people feel valued and respected and can contribute fully to the success of the University.

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.
- Our commitment to the principles of Te Tiriti o Waitangi.
- Effective collaboration and engagement with our communities and partners.
- Dedication to co-design, co-development and design thinking in all we do.
- Streamlined processes that support and enable our people.
- A bias for agile and informed change.
- A focus on people's well-being and enriching roles.

Priorities in Enabling our People and Culture

Live our values and purpose.

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.

Aspirational and inclusive leadership.

Our Enabling Environment

Mana-enhancing stakeholder experiences will be the focus of how we develop and manage our facilities and services. 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, founded upon accountability and integrity, and 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 will drive innovative human-centred design to create mana-enhancing and performant services and practices for our people. 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.

Everybody engaging with the University of Auckland's digital and physical spaces will experience a distinctive sense of place that balances acknowledgement of history, heritage, and place with the vibrant evolution of our communities. Engaged and collaborative meditations with students, academics,

community, professions, and industry on current and transdisciplinary challenges will be facilitated by well-crafted, richly integrated digital and physical spaces.

Our campuses and precincts will showcase our innovation, entrepreneurship, and commercialisation strengths and invite community and industry interaction. The development of our Newmarket Campus will reflect these strengths wholeheartedly.

We will create vibrant locations recognised as gateways to learning and teaching, research and innovation, and partnership and engagement with the University. These distinctive spaces and the rich digital connections they have will deliver innovative and welcoming outreach, engagement, and extension activities with our communities, particularly from our Tai Tokerau and Tai Tonga campuses.

Priorities for Our Enabling Environment

Create mana-enhancing experiences for our communities through effective, efficient, and valued operations and services.

Deliver a distinctive, capable, and flexible people-centred environment that celebrates our place in Aotearoa New Zealand and the Pacific.

Actively continue and measure progress towards overall sustainability and net zero carbon status.

Enable long-term operational sustainability and resilience through careful stewardship and planning and by enabling revenue growth.



Strategic Initiatives

1. Education and Student Experience

Priority	Strategic Initiatives	Category
Priority 1: Accessible, equitable lifelong higher education opportunities	<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; non-degree education opportunities for select needs. 	Relevance and Impact
Priority 2: Student-centric learning, co-curricular and extra-curricular 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. Review student representative systems to enhance the student voice. 	Student Experience
	<ul style="list-style-type: none"> 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. 	Capability Development
Priority 3: Education that is research-informed, transdisciplinary, relevant and with impact for the world	<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. With leaders in kaupapa Māori pedagogies and mātauranga Māori, include te ao Māori in programmes, teaching and the student experience, framed by Te Tiriti accountabilities. 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. 	Relevance and Impact

Priority	Strategic Initiatives	Category
Priority 4: Graduates who make the world better tomorrow than it is today	<ul style="list-style-type: none"> 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. 	Relevance and Impact
Priorities 1-4: Educational policies and processes supportive of strategy	<ul style="list-style-type: none"> Undertake a phased review of policy and process to support above objectives 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. 	Framework for Action



2. Research and Innovation

Priority	Strategic Initiatives	Category
Priority 1: World-class research inspired by our place in Aotearoa and the Pacific	<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. 	Relevance and Impact
Priority 2: A global powerhouse of innovation, creativity and 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). 	Relevance and Impact
Priority 3: Relevant, purposeful, impactful research for our communities	<ul style="list-style-type: none"> Be a research partner of choice for industry, policymakers 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. 	Relevance and Impact
Priority 4: Ambitious research confronting humanity's greatest 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. 	Relevance and Impact
Priority 5: Nurture, recruit and retain outstanding research talent	<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. 	Capability Development
Priority 6: A research ecosystem characterised by collaboration, agility, simplicity, engagement and empowerment	<ul style="list-style-type: none"> Review policy, processes and decision-making frameworks for transparency and 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. 	Framework for Action

3. Partnerships and Engagement

Priority	Strategic Initiatives	Category
Priority 1: Strengthen and deepen our relationship with tangata whenua	<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 Makaurau and Te Tai Tokerau to achieve shared outcomes. 	Relevance and Impact
Priority 2: An ambitious and relevant partner that is globally networked	<ul style="list-style-type: none"> Develop a values-led framework to identify, prioritise, resource and manage global and local partnerships that are strategically aligned, diverse and ambitious, with a focus on transdisciplinary priority areas that support research and student and staff mobility. Lead, sustain and deepen our global networks to enhance the international outreach of our University, staff and students and share the benefits with local communities. Develop policy, process, staff and capability to simplify engagement with the University and facilitate access university capability. Develop work plans with identified partners to achieve shared outcomes with a focus on transdisciplinary policy areas. 	Relevance and Impact
Priority 3: Deep engagement with diverse Aotearoa and Asia-Pacific communities	<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 Makaurau, Te Tai Tokerau, Pacific peoples here and in the Pacific, and our diverse communities in Aotearoa through collaboratively developed workplans. 	Relevance and Impact
Priority 4: Enduring relationships with prospective students, students, alumni and donors	<ul style="list-style-type: none"> In collaboration with students, alumni and the DVCSE determine relationship attributes for cohorts across their life stages with the University. Design a programme of engagement for seamless, rich and reciprocal relationships with individuals in their personas as prospective student, current student, alumnus, parent, employer and donor. 	Relevance and Impact
Priority 5: Diverse student body reflecting our communities	<ul style="list-style-type: none"> Collaborate with students to refine our student value proposition. Implement student recruitment activity to rebalance our student cohorts in transdisciplinary priority areas as outlined in our education, EFTS and budget plan. 	Relevance and Impact
Priority 6: Recognised and valued by our communities for the contributions we make towards a more sustainable future for all	<ul style="list-style-type: none"> Review our organisational identity and engagement approach, including communications, to ensure relevant stakeholders are informed about us, our concerns, transdisciplinary priority areas and the differences we make. 	Relevance and Impact

4. Enabling Environment

Priority	Strategic Initiatives	Category
Priority 1: Create mana-enhancing experiences for our communities through effective, efficient, and valued operations and services.	Guided by manaakitanga: <ul style="list-style-type: none"> • Deeply understand our diverse constituents and communities and evolve services and operations proactively to meet their needs. • Enable and develop our staff to ensure they have the capabilities and are empowered to operate and improve the services they offer. • Improve student experiences with personalised services, a holistic model for student support and wellbeing, and campus improvements that create a welcoming vibrant environment. 	Capability Development
Priority 2: Deliver a distinctive, capable, and flexible people-centred environment that celebrates our place in Aotearoa New Zealand and the Pacific.	Guided by whanaungatanga: <ul style="list-style-type: none"> • Develop integrated physical and digital environments that foster valued and connected virtual and in-person experiences. • Create focused plans for Newmarket, Tai Tokerau, and Tai Tonga that recognize and maximise the distinctive and specific opportunities they each offer. • Enable campus improvements through the Master Estate Plan. 	Framework for Action
Priority 3: Actively continue and measure progress towards overall sustainability and net zero carbon status.	Guided by kaitiakitanga: <ul style="list-style-type: none"> • Guide the inclusion of Waipapa Toitū indigenising priorities in Te Rautaki Tūāpapa, faculty, and service sustainability plans. • Develop indigenous capabilities and cultural competencies in decision-making, leadership and governance that ensure social sustainability of Māori interests. • Establish, publish, and track the Te Reo Language Plan commitments. • Achieve and sustain a net zero carbon status by 2030. • Establish, publish, and track carbon accounting, resource consumption, asset utilisation, and SDG measures. • Develop and implement plans for ethical and sustainable operations including: <ul style="list-style-type: none"> • asset utilisation, particularly space; • a framework for sustainable and ethical procurement. 	Framework for Action
Priority 4: Enable long-term operational sustainability and resilience through careful stewardship and planning and by enabling revenue growth.	Guided by kaitiakitanga: <ul style="list-style-type: none"> • Deepen ethical data use to guide sound decision-making. • Inspire flexibility, responsiveness and innovation across Professional Services. • Exploit emerging technologies to further operational effectiveness and efficiencies. • Enable revenue growth while controlling operational costs. • Leverage assets and resources in new ways. 	Framework for Action



5. People and Culture

Priority	Strategic Initiatives	Category
Priority 1: Live our values and purpose	<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. 	Framework for Action
Priority 2: Develop a future-ready workforce	<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. 	Capability Development
Priority 3: Build a high performing, diverse, inclusive and equitable community	<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. 	Capability Development
Priority 4: Activate manaakitanga, whanaungatanga, and kaitiakitanga across our People and Culture practices	<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 students and iwi/community groups. 	Capability Development
Priority 5: Aspirational and inclusive leadership	<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. 	Framework for Action

Measures of Success

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

The framework includes:

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
- Student success, attraction, retention and employability
- Research earnings and impact
- Resource utilisation (carbon, energy, water, waste)
- Service and facility efficiency and effectiveness
- Financial performance





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