Te Rautaki Matihiko
The University of Auckland
Digital Strategy 2025

Context

Digital adoption continues to drive substantial, ongoing, and quickening shifts in how people work and communicate. The implications for the University's core activities are breathtaking in scale and scope. Transformational change of teaching pedagogies, research disciplines, engagement paradigms, and ways of working are all driven by digital adoption. There is an urgency for the University to embrace these changes wholeheartedly. These factors are recognised by and shape our Digital Strategy.

Taumata Teitei, the University of Auckland Vision 2030 and Strategic Plan 2025, casts an ambitious agenda for the future, grounded in principles of te ao Māori and our shared values. A strong thread of humanism and authentic, vital connections between people and communities runs through Taumata Teitei. The University of Auckland Digital Strategy 2025 guides the whole University in using digital techniques and practices to achieve the vision and goals of Taumata Teitei, working through the Waipapa Framework.

Located in Tāmaki Makaurau and standing in Aotearoa New Zealand and the Pacific, the distinctiveness of the University of Auckland, Waipapa Taumata Rau, must be as visible, acknowledged, and respected in our digital presence as it will be in our physical estate.

Digital capabilities for research and innovation, learning and teaching, and partnerships and engagement are required for the University to be distinctive, customer-experience focused, and data-driven. More mature digital capabilities contribute directly to stronger research impacts, stronger learning outcomes, and deeper partnerships and engagement. Digital techniques will advance sharing, curation, and preservation of our distinctive content and valuable collections, promoting appropriate open access.

In a sustainable, ethical, and informed context, we emphasise digital capabilities the University must develop to design and deliver experiences that empower and enable our constituents, cohorts, and communities to connect, thrive, and succeed.

What is "Digital"?

"Digital" is the applied use of technology to "...improve organisational processes, improve interactions between people, organisations, and things, or make new business models possible[1]". Our approach to digital focuses upon three core interconnected elements:

- *Experience*: We will engage and collaborate with our students, staff, and partners to understand their needs, aspirations, and experiences. This collaboration will ensure that our people and their needs are central to our decision-making and the design of our digital services.

- *Data*: We will care for and respect data. We will create information products that are ethical and privacy-preserving. Our use of data will help optimise University functions and processes and enable people to enjoy valuable, personalised experiences.

- *Technology*: We will apply established and emerging technologies in situations where their use improves experiences for people or improves efficiency and effectiveness.

Our Digital Environment

Our Digital Environment outlines the aspirations and imperatives for each of the three core and interconnected elements: experience, data, and technology.

Experience

To provide mana-enhancing experiences, we must understand the needs and expectations of our people and communities. We seek to establish and activate a framework that ensures the delivery of cohesive digital experiences for all constituents. People interacting with the University should not have to navigate disparate systems, unconnected processes, and digital fragmentation. Our human-centric approach to experience design must understand the entire relationship lifecycle that, for many of our constituents, is a life-long journey.

Each initiative below makes a specific contribution to improving experiences for people and communities.

Service-Design Principles

Feedback shows that our current services vary widely in quality and effectiveness. People experience friction and must navigate the boundaries between systems and across organisational structures when encountering these services within a customer journey. Our

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[1] Gartner IT Glossary definition of "digital": https://www.gartner.com/en/information-technology/glossary/digital-2

policy framework, culture, service-design methodologies, and distribution of decision rights all affect service variability.

University services must be universally mana-enhancing, respectful, and inclusive when fulfilling requests, providing advice, and offering nudges, reminders, and alerts. People now have keenly-felt expectations of how, when, and where they can interact with the University. Spanning the interactions people have with the University in both physical and digital space, our service-design principles must preserve the richness of face-to-face interactions and ensure they remain a core feature of how people experience the University.

To achieve this, we will describe and activate:

- *Service-Design Principles*: Establishing agreed principles for human-centric service design will create the guardrails needed to ensure the quality and consistency of University services. External good-practice service-design frameworks will inspire our work, and working with the Waipapa Framework in consultation with our constituents will provide a distinctive context for the University.

- *Performance Framework*: An operational framework that defines "good" services, processes, and experiences is needed to represent voice-of-customer feedback and ensure that performance and outcomes can be measured and monitored. With the establishment of baseline performance measures, this framework also supports service improvement planning.

- *Governance Framework*: Consistent application of service-design principles when introducing or changing services will improve experience and effectiveness. Ongoing application of the governance framework will identify and prioritise opportunities to improve services and processes.

Service-Design Methodology

Placing people at the heart of our design and decision-making requires a new service-design methodology. We will create authentic partnerships with our constituents and communities to hear their voices clearly and understand their needs fully. Guided by manaakitanga, we will adopt human-centred, collaborative, transparent service-design methodologies grounded in quality, viability, relevance, and strategy.

To achieve this, we will undertake:

- *Customer Journey Mapping*: Working directly with relevant cohorts and segments, we will create end-to-end journey maps that communicate the expectations, experiences, and emotions people have when interacting with the University. Customer journey mapping will also identify data and digital content needs and capture opportunities to

optimise decision-making rights. These customer journey maps will prioritise and inform service improvement plans.

- *Co-Creation and Co-Design*: Participatory design approaches such as co-design and co-creation involve our stakeholders and communities directly in identifying and building solutions and improvements that meet their needs. We will establish these approaches for the University and apply them widely, ensuring faithful representation of our communities and equity groups. These approaches enable valued, quality products and services bearing useful data and relevant digital content to be delivered more quickly to our constituents.

Digital Equity, Accessibility, and Inclusiveness

Digital inequalities are widespread, experienced by our students and our staff, and arise from unmet needs for suitable devices, adequate connectivity, and suitable workspaces. Our current digital services also present accessibility and inclusiveness barriers. We strive to make equity a natural part of everything we do, and we strive to provide a safe and inclusive digital environment for all constituents.

A digital divide exists in Aotearoa New Zealand, with different communities experiencing substantial differences in their ability to engage with and consume digital services. This digital divide has a significant effect on our students and our staff. Addressing this divide is crucial for the University to serve and partner with its core communities, particularly as the University and the world around us become increasingly digital.

We will partner closely with the University's Equity Office Te Ara Tautika and with the Pro Vice-Chancellor (Māori) and the Pro Vice-Chancellor (Pacific) and remain attentive to digital equity, accessibility, and inclusiveness by ensuring:

- *Device and Connectivity Provision*: Initiatives to provide suitable devices and internet connectivity to students and staff who need them will continue. We will provide support and consideration to have-your-own-device programmes, and we will explore innovative approaches to providing our constituents with internet connectivity.

- *Accessibility by Design*: Assessment of our existing digital products and services will establish the extent to which they are accessible by as many people as possible, and consideration will be given to remediating significant accessibility impediments. We will use a curated collection of design elements and practices to ensure our digital products and services are accessible and meet relevant global and national accessibility standards for ensuring good practice.

- *Inclusiveness of the Digital Estate*: The characteristics of our digital estate communicate how inviting and how welcoming we are as an organisation. Designing for inclusiveness ensures that our digital products, services, communications, and content encourage participation and engagement from everyone. Our digital inclusiveness is determined by the visual and experiential qualities we display, the technology we purchase and utilise, the language and languages we use, and how easily people can engage with the University. We will extend the distinctiveness of our physical and cultural environments into the digital estate to improve inclusiveness.

Connections and Storytelling

Digital practices can create and strengthen relationships between people, their communities, and the University. Deeper engagement helps parents, whanau, and communities support our students and staff. Storytelling helps make University activities and aspirations visible, showcasing our innovation strengths, aiding permeability and the formation of partnerships.

- *Connections*: We will experiment with the creation of inviting and integrated digital-and-physical experiences that communicate and build engagement with the mission, values, heritage, and work of the University.

- *Storytelling*: We will engage with our stakeholders and with mana whenua to seek opportunities that create compelling digitally-enriched experiences and rich digital content to acknowledge, communicate, and celebrate the history of the land upon which the University stands and provide education about our biodiversity.

Digital Identity

Digital identity is the backbone of the relationships we form with our constituents. It is impossible to provide our people with adequate services without competent, joined-up identity-and-access-management capabilities. Digital identity is also necessary to personalise services and create respectful and benevolent outcomes, unifying fragmented digital touchpoints into safe, helpful, and connected experiences.

The University of Auckland has a leading digital identity practice based on a core model of single digital identity, standardised processes, and pervasive integration. Future iterations of this practice must balance modernisation activities with introducing valuable new customer-facing and privacy-preserving features.

To further advance our digital identity services, we will explore and enable:

- *Flexible Identity Registration*: Annually, some seventy-thousand people register their identity with the University, more than half using selected bring-your-own options such as RealMe and Google. Incremental improvements to identity registration have

exhausted what our current model can provide, and an uplift in flexibility and user experience is now needed. We will continue working with our constituents and our ecosystem partners to introduce new features and capabilities to achieve the required uplift.

- *Connected Identity Pathways*: The outcomes of customer journey mapping will inform how we build connected identity pathways. These early pathways provide cohesive experiences for people as they journey through our marketing and recruitment, outreach and engagement, and application and enrolment domains. Subsequently, our current students, staff, alumni, and other cohorts and communities will benefit from smoothly-connected lifecycle journeys. The result will see improved experiences and outcomes for our people and the creation of efficiencies and richer insights for the University.

- *Personalisation Framework*: The personalisation of communications, experiences, and services requires integrated access to information about our people — their demographics and preferences, consents and expectations, and memberships and behaviours. A personalisation framework describes how the function and presentation of services and content are adjusted using this information so that different people have experiences optimised for them. Identity and access management stands at the heart of effective and ethical personalisation, and we will lead the partnerships needed to define a University personalisation framework.

- *Identity for Collaboration*: For research and education, the ability to collaborate and share resources easily with colleagues at other institutions is fundamental. Providing and consuming smooth digital identity services for collaboration that reduce friction, lower barriers, and improve trust enables the University to participate in science and education collaborations with contributors from throughout Aotearoa New Zealand and worldwide. We will optimise our use of research and education identity federations and the services-ecosystems available through them. We will also ensure that our local digital identity services and processes provide easy identity registration and provisioning pathways.

Institutional Data

Data, and their use to shape experiences, optimise operations, and guide decision-making, are a core pillar of our Digital Strategy. Information products created from these data help strengthen learning outcomes, broaden research impacts, and deepen relationships. Similar considerations apply to the creation and curation of digital content.

We will partner with our stakeholders and constituents to develop an institutional information framework that guides the ethical acquisition, structure, storage, and utilisation of institutional

data assets. How we deploy, interpret, and act upon insights plays a significant role in achieving our equity goals and in furthering the success of all students and staff.

For research, we will engage with, support, and contribute to University initiatives to mature its research data management and progress towards becoming a Māori Data Sovereignty organisation.

Institutional Data Culture

Digital ways of working require new approaches to sourcing, curating, managing, and using institutional data. Our data culture must mature so that we appreciate the value of our data fully and so that we care accordingly for our data: sustainably and respectfully. An uplift in data literacy is required throughout the University, and we must empower our people with straightforward access to core data. We must also bolster the data-handling, data-management, and data-interpretation skills of specialists and analysts working across the University.

We will strengthen the institutional data culture of the University principally through effective partnership with stakeholders and constituents to realise insights through the co-creation of intuitive, helpful, and timely information products.

- *University Data Strategy*: The creation and communication of an aspirational and achievable Data Strategy for the University of Auckland will update and formalise how and for what purposes we will acquire, manage, access, and use data. We will partner with the Planning & Information Office and other stakeholders to help create and then operationalise the University Data Strategy.

- *Data Governance*: Only by treating and caring for data as a valuable asset will the University realise the benefits from data-dependent digital outcomes such as improved efficiency and effectiveness, personalised experiences, and informed decision-making. We will contribute to maturing the data governance practice, and we will partner to establish a discoverable and sustainable data catalogue. Active data governance across the University is needed to improve data consideration when proposing business-change initiatives and throughout the lifecycle of digital business solutions.

- *Grow Data Literacy*: The ability to use and understand data and information products has become necessary for everybody. An uplift in data literacy is required throughout the University, building a greater appreciation for data acquisition, data management, and data quality. Additionally, people in particular roles will require specialised skills

and capabilities to handle, manage, and analyse data. We will describe a persona-based data-literacy needs framework that will inform the desired capability levels.

- *Data Availability*: There is a strong demand for providing broader access to more comprehensive collections of institutional data than are currently available. We will consult with our constituents to understand their needs, and we will work with our partners to help commission improved data discovery and data delivery services.

Digital Ethics

Introducing emerging technologies such as artificial intelligence and growing the use of personal, sensitive, or novel data have made our ethical responsibilities more complex and more pressing. New data-processing techniques go beyond describing the University at an aggregate level and now influence outcomes for individual people. The University will be open and transparent about how it uses data and respects privacy commitments, how algorithms augment its decision-making practices, and how it navigates ethical dilemmas. Consultation with our constituents and our communities will inform our approach to digital ethics.

- *Clarification of Responsibilities*: We will clarify the roles and responsibilities across the three separate disciplines involved in digital ethics and optimise the synergies between them: the *technical* discipline of cybersecurity; the *legal* discipline of privacy; and the *philosophical* discipline of digital ethics. We will do this by working closely with relevant stakeholders to populate a responsibility assignment matrix, from which we will form, test, and implement operational agreements and alliances.

- *Digital Ethics Framework*: We will co-design with our constituents a digital ethics framework informed by University values. This evaluation framework will identify when and will be activated whenever digital activity poses an ethical dilemma. An open repository of our ethics evaluations will build trust in how the University applies digital techniques and practices.

Accessible and Integrated Digital University

The accessible and integrated digital University enables constituents ready and flexible access to data and functionality. Providing natural digital access to the University gives people the agency to adapt and extend practices in ways that suit them, enabling innovation and experimentation. Staff become able to create new products and services, stakeholders throughout the University can contribute to innovation, and citizen developers and external partners can participate in and broaden the digital ecosystem of the University.

Furthering the accessible, integrated digital University requires activities including:

- *Accessible Services*: We will provide a suite of valuable and valued well-described and discoverable services through a platform that enables people to access safe and robust services that expose the data, digital content, and functionality to which they are entitled. Achieving this is a digital priority for the *Business Solutions* IT Capability Plan.

- *Pervasive Integration*: Data integration is a crucial capability for our Digital Strategy. We will partner with data governance, business and product ownership, and the technology organisation to ensure data integration needs are understood and fulfilled appropriately.

Technology

The Technology Foundation

Taumata Teitei sets out a broad, modern, engaged vision for the University of Auckland and its place in society. Part of that vision is to "...embrace the confluence between human practices and digital capabilities to enable the fair and ethical development, application, and distribution of innovations".

For the University to become digitally capable, a solid technological foundation is essential. That foundation enables rapid adoption of business opportunities, further adaptation to new ways of working, facilitating innovation, and ensuring resilience when challenged by unforeseen circumstances. The process to upgrade or implement new technology needs to be simplified, clarified, and communicated so that our technology systems and platforms can evolve organically to keep pace with constant change.

Provision of technology services has a threefold responsibility: sustain the operation of the University's digital estate; enable the University to advance its needs; assist the University's transition to new ways of working. The digital services function of the University delivers that technological foundation in the form of information-technology capabilities that:

- *Deliver Business Solutions*: Applications, solutions, and data integration must be designed, delivered, maintained, and managed to enable University processes to become digital, modern, and customer-focused. The scope of this effort includes the provision of core business services that are reliable and easy to use, such as a payment gateway, lookup services for commonly-used data and content, and authentication and authorisation.

- *Enable End-User Productivity & Collaboration*: To participate in a hybrid, mixed-mode environment, students and staff must have access to the productivity, collaboration, and communication software and support tools they need.

- *Provide Infrastructure Platforms & Networking*: The digital campus must be instrumented with the network, compute, and storage resources required to run the University and connect it and its people to the digital world.

- *Ensure Service Quality & Cybersecurity*: Robust practices and good cybersecurity ensure, no matter the circumstances, that the University ecosystem can continue its operations and keep sensitive data secure.

- *Support Research and Learning & Teaching*: Our academics have access to the technology services and the digital tools they need to create research and practice learning and teaching in a digital world.

IT Capability Plans

The success of this Digital Strategy depends upon the execution and evolution of the technology organisation and the services it provides. The University technology strategy is defined and managed through a fleet of "IT Capability Plans" that drive initiatives in the Digital Investment Portfolio.

The IT Capability Plans identified below are published openly to the Staff Intranet:

- Business Solutions
- Cybersecurity
- eResearch Support
- Learning & Teaching Support
- Service Performance
- Collaboration
- End-User Services
- Infrastructure Platforms
- Networking

Physical and Digital Integration

An on-campus experience will remain primary for most of our students, staff, and communities, with digital integration providing choice and flexibility of how and where to study, work, research, and engage with the University.

We will partner with Property Services to augment and enrich the physical estate with integrated digital techniques and practices that are useful to our people and strengthen the outcomes of their endeavours. Over time, we will create a distinctive and seamless digital wraparound of physical experience for our constituents, and we will explore physical and digital integrations, including:

- *Brilliant Basics*: Basic technology utilities must be available naturally throughout our physical estate. Essential for students, these utilities include the widespread provision of accessible electric sockets and the deployment of performant and easy-to-use wireless

networking. The design of our physical spaces will incorporate "brilliant basics" from the outset and provide our people with appealing, engaging, and safe environments.

- *Integrated Physical and Digital Plan*: Partnering with Property Services and aligning with the Estate Strategy we will create an integrated physical and digital environments plan that reimagines how we plan and design, develop and manage, and integrate all of our facilities and systems to craft distinctive, equitable, accessible, adaptable, capable, and sustainable spaces and experiences. This plan will ensure that the distinctiveness of the physical estate is reflected and integrated seamlessly into the digital estate.

- *Hybrid Engagement and Collaboration*: Classes and tutorials, meetings and workshops, and collaborations and communications are examples of situations that bring people together. Increasingly in those situations, the participants are working together from different locations. These "hybrid" situations are not well-supported by our current collaboration tools, rooms-and-spaces fit-outs, and service offerings. Additionally, these provisions vary significantly across the University. We will implement appropriate solutions that support hybrid engagements consistently so that everybody participating in them enjoys an equivalently good experience, regardless of physical location.

- *Wayfinding*: We will continue to improve wayfinding capabilities by providing digital overlays that help people navigate our physical estate, discover accessible journeys, and locate and connect with the resources, spaces, things, and people relevant to them. Our digital wayfinding services will integrate seamlessly with University branding and our visual language for signage.

- *Automation and Control*: Modern buildings and physical infrastructure have large data footprints, and the assets they contain can be automated and controlled with digital solutions. Greater use of automation and control systems throughout our physical estate enables improved efficiency, effectiveness, safety, and environmental performance. We will support ongoing efforts to integrate and create value from the consolidation of our building management systems.

- *Things and Sensors*: The number of network-connected things and sensors deployed throughout our physical estate is increasing, and this fleet now requires oversight and governance. We will catalogue and expand the Internet of Things and sensor networks throughout our physical estate to make a "smart campus". Over time, this work will enable digital-twin representations of the physical estate to inform operational and environmental efficiencies and support scenario-based modelling of the future campus.

Environmental Sustainability

The University is a global leader in sustainable and ethical practices, and environmental sustainability is a major transdisciplinary initiative for our future. The use and application of digital techniques and practices can contribute substantially to environmental sustainability.

We will partner with stakeholders and communities to progress the University's sustainability mission with:

- *Digital Contributions to Sustainability*: The use of digital techniques and practices can make material contributions to help the University achieve its sustainability goals. We will partner with our stakeholders throughout the University to explore, align, fulfil, and maximise these contributions.

- *Technology-Function Sustainability*: We will examine the technology function and minimise the negative environmental impact of operating our information-and-communication-technology infrastructure. This examination will include our on-premises infrastructure hosting and the services we consume from the cloud. We will assess device and hardware lifecycles and ensure our procurement processes are conducted with respect and sensitivity to minimise negative environmental impact.

- *Sustainability Performance Monitoring*: We will partner closely with stakeholders to help design, provision, and operate the information infrastructure and services required to measure, track, monitor, and communicate the University's progress towards achieving its sustainability goals.

Digital Leadership

Transformative and lasting cultural and behavioural changes must occur beyond technology delivery to effect major sustained performance improvement. Ways of working, behaviours, and organisational culture must change for the University to exploit digital opportunities. Merely applying new technologies to support old ways of working (e.g., digitising meetings but changing nothing about their conduct or value) cannot move the University and our people to where they need to be.

Bringing the Digital Strategy to life across the whole University requires coordinated actions and significant digital leadership. Ultimately, the University must understand and be willing to experiment with what it can accomplish at the intersection of business and technology. With digital thinking and agile leadership, we should also lead the conceptualisation of how emerging technologies and innovative digital culture can transform our ways of working.

We will create connected digital leadership across the five strategy portfolios to ensure digital aspirations are aligned and ambitious and connected with the strategic outcomes of Taumata Teitei. Similarly, active digital leadership applied throughout our investment-governance processes will result in initiatives aligned to the Digital Strategy becoming the norm, rather than seeing "digital" tacked onto projects after they are fully formed.

The proactive approach we take will communicate rich digital stories, establish watching-brief commitments across other portfolios and throughout the Operational Plan, and be tracked by transparent metrics.

Framework for Action

Our Digital Strategy stands within a complex environment whose features and characteristics we have the opportunity to improve. Our framework for action outlines initiatives requiring activation and delivery to support successful and sustainable change.

Digital Dexterity

Beyond the foundation-level digital skills and capabilities required by all our people, digital dexterity reflects the ability and ambition to use digital techniques and practices to create valuable outcomes and accessible, inclusive experiences. A significant uplift in our digital dexterity is required throughout the University.

An approach including students is needed to achieve this uplift, with a scope far broader than providing how-to training for specific pieces of software. Achieving this is very important, as the successful introduction and activation of new working practices such as changed teaching delivery and changed research practice is dependent upon increased digital dexterity.

Our approach to digital dexterity must acknowledge that the University is an information-driven organisation that creates, aggregates, curates, and publishes an enormous quantity of digital content. Beyond the mechanics of ICT proficiency, our people must possess adequate information, data, and media literacies to create and care for content produced for or from learning and teaching, research, communications and engagement, and other activities the University performs.

To progress an uplift in digital dexterity, we will engage with critical activities and the groups accountable for them:

- *Digital Skills and Capabilities*: We will partner with and contribute to the Digital Skills & Capabilities programme, providing advice, guidance, and content to help shape

outcomes that create the digital dexterity uplift required both by the University as a whole and by cohorts with specific requirements, such as teachers and researchers.

- *Data Literacy*: We will work closely with the operationalisation of the Data Strategy to ensure the necessary uplift in data literacy meets the needs of identified persona cohorts and digital technologists.

Business Capability Roadmaps

The business capability roadmapping practice has proven valuable and has become firmly established at the University over the past three years. These roadmaps constitute integrated artefacts that unite strategy, business outcomes, planned initiatives, and the underlying application portfolio over a timeframe that helps bring future digital opportunities to life.

To continue extending and growing this strategic practice we will expand our partnerships with Product Owners, Business Owners, and other stakeholders to:

- *Drive the Investment Portfolio*: The business capability roadmaps provide a strategic planning mechanism that serves as a primary pathway to position investment initiatives into the Strategic Portfolio and the Digital Portfolio. We will continue to integrate and improve the structure and presentation of business capability roadmaps to serve best the Strategic Investment Group and the Portfolio Management Board.

- *Seek Whole-University Benefits*: Aggregation of business capability roadmaps provides a unique view of the forward opportunities and needs across the whole University. We will strengthen this enterprise-storytelling aspect of the practice to identify and contextualise strategically aligned and valuable whole-University initiatives.

- *Support Local Needs*: Using the business capability roadmaps to assemble views that represent concerns from specific viewpoints helps identify and validate local needs, such as those of a faculty, a customer segment, or a research discipline. We will expand this aspect of the business capability roadmapping practice and empower stakeholders to explore and contribute to creating local views.

Application Portfolio Management

The University is a large and complex organisation that has assembled a large and complex fleet of applications, platforms, products, and services to support its activities and operations. A very diverse range of technologies and approaches underpins this fleet of more than a thousand assets. A considered approach is needed to determine whether assets should be tolerated, invested, migrated, or eliminated. Triage based upon the business value, technical fitness, and cost will inform our Application Portfolio Management.

- *Enterprise Applications Strategic Roadmap*: Our enterprise applications for Human Resource Management, Finance Management, and Student Administration have served for decades as the mission-critical business-operations pillars of the University. The University is now committed to a managed programme of replacing these enterprise applications while improving the process and experience ecosystems surrounding each of them. We will define a roadmap for achieving beneficial migration from these aging applications to modern solutions that enable better usability and improved functionality.

- *Application Governance*: Responsibility for technology delivery has moved steadily away from a heavily centralised model to one in which self-empowered teams work in cooperation with the business areas they serve. Applications will continue to be mapped against business capabilities and, through them, to the contributions they make to Taumata Teitei. Alignment of purpose and practice can be difficult to achieve under this arrangement. We will clarify the expectations of our delivery teams to maintain a sustainable balance between standardisation and diversification.

- *Application Rationalisation*: Deliberate and coordinated efforts are required to shift our portfolio of applications, platforms, products, and services to deliver greater business value, to enjoy stronger technical fitness, and to operate at a lower cost. To achieve this shift, we will work with key stakeholders to undertake pragmatic, worthwhile application rationalisation to identify the appropriate future for each item in our application portfolio, seeking improvements, consolidation, and alignment, retiring and decommissioning applications where necessary.

Information & Technology Operating Model

To honour the direction signalled in this Digital Strategy, the evolution of operating practices needs to continue in several areas. Rapid, sustained changes in our operating environment and the needs and expectations of our communities trigger the need to deliver incremental business capability changes on an ongoing basis, challenging the traditional approach of using tightly-scoped projects with a hard-close ending. The Information & Technology Operating Model is correspondingly challenged to pursue more product-centricity in the investments, governance models, and delivery approaches applied to University systems and services.

- *Scaling Agile*: The investment in scaling agile requires a shift into greater business ownership of delivering change through a product-centric approach, rather than through individual and unconnected projects. These products will align to the five portfolios of Taumata Teitei: Education & Student Experience, Research & Innovation, Partnerships & Engagement, Our Enabling Environment, and People & Culture. We will begin adopting

product-based funding and governance arrangements and moving towards business-outcome metrics that guide technology investments.

- *New Ways of Working*: New ways of working include further adopting iterative and agile methodologies and require change that supports how teams operate to deliver business outcomes. Our workforce, traditionally focused on technical disciplines, needs a deeper understanding of business context and desired outcomes. We will complement our in-house teams with mixed-sourcing models and external partnerships to help cover the broad range of technologies used by the University.

- *Bridging Silos*: We need to address challenges arising from rapidly-changing products and business models in the digital world. There is concern about coming back into the culture of creating increasing silos, and ease of management and staff reduction can occur at the expense of innovation by flattening people's ability to share knowledge. We will build bridges across these potential silos by establishing actively-led chapters, guilds, and communities of practice.

Standardisation and Diversification

In large, complex, and federated organisations like the University a natural tension exists between the drivers for consistency and the drivers for diversification. Consistency of services and processes is appropriate and sought when it creates value, reduces cost, or improves the constituent experience, particularly for enabling business capabilities. Diversification of services and processes is appropriate and should be encouraged and facilitated where it is advantageous to the specific needs of teaching pedagogies, research disciplines, and localised practices.

- *Clarity and Guidance*: Clearer identification and communication of where standardisation is optimal and where local adaptation and flexibility is needed will help strike the right balance between efficient but rigid standardised processes and complex but flexible locally-adapted processes. Deliberate support structures that enable and incentivise staff innovation and increase digital dexterity need to be established and sustained. We will partner with Organisational Performance & Improvement to co-design with University stakeholders the guidance required to strike the right balance between standardisation and diversification.

- *Design Governance*: In conjunction with service-design methodologies such as customer journey mapping, we will establish design governance that ensures end-to-end needs are understood and honoured. Doing this will avoid last-mile delivery shortcomings that spark undesirable boutique local solutions and workarounds.

- *Risk Awareness*: Cultural change is required to recognise different approaches for governing and managing services, processes, and digital solutions dependent on their "pace layer" — their expected longevity, likely risk, and anticipated pace of change. Solutions expected to have a long life require more traditional treatment than solutions of a more innovative nature. Experimentation should be encouraged in areas where investment can make a significant difference. With pace layering, we will move away from a one-size-fits-all treatment of services, processes, and digital solutions.

Value Management

Identifying which of many possible initiatives will be prioritised and receive investment requires understanding and managing their value, cost, and benefit. The value management practice is relevant continuously throughout the lifecycle of the investment portfolio and the initiatives that it contains. We anticipate that value management will also apply to the work undertaken by value streams and to more-granular prioritisation Product Owners perform.

- *Defining Value*: We will define and measure what value means in alignment with University Strategy. The definition of value needs to include the relationship and balancing of risk, cost, and value.

- *Value Management Practice*: We will establish a transparent value management practice that gives due consideration to business value, strategic alignment, cost reduction, and risk mitigation to help prioritise what we do and what we stop doing (e.g., removing low-value activities and services). This practice includes the definition of ownership, responsibility, and process.

- *Investment Management*: We will use value management to drive the formation of investment portfolios with enough clarity over outcome value, measures of success, and implementation cost to facilitate meaningful prioritisation that delivers high-value strategically-aligned initiatives.

- *Risk Management*: We will work with the enterprise risk management framework to take a more balanced approach to risk, sweating residual value from investments and infrastructure where appropriate. We acknowledge the right kind of failure risk and what our capacity is for that; accepting a certain amount of well-managed risk and failure is necessary to push us forward.

Accountability

The Digital Enablement Committee will provide ongoing governance of the Digital Strategy and progress towards achieving its operationalisation.

- *Delivery Plan*: We will cast the actions and initiatives committed in the Digital Strategy into a clear delivery plan with strong linkages to the Taumata Teitei Operational Plan for Our Enabling Environment. We will measure and track progress against this plan and regularly report to the Digital Enablement Committee.

- *Measures of Success*: We will establish solid and relevant measurements of success to monitor our progress, ensure we move in the right direction, inform decision-making, and highlight areas needing adjusted levels of attention or investment. In addition to creating mana-enhancing services for all constituents, our essential measures of success include digital dexterity; digital equity, accessibility, and inclusiveness; and data availability.

[end of digital strategy]