

Auckland University of Technology: Strategic Plan 2012-16

Tāwhaitia te ara o te tika, te pono me te aroha, kia piki ki te taumata tiketike.

Follow the path of integrity, respect, and compassion; scale the heights of achievement.

AUCKLAND UNIVERSITY OF TECHNOLOGY TE WĀNANGA ARONUI O TĀMAKI MAKAU RAU

IS

a university for the changing world,
an increasingly powerful force for learning and discovery,
that promotes the wellbeing of people and their environments,
and provides them with opportunities to expand and achieve their aspirations;

VALUES

integrity, respect and compassion
in the pursuit of excellence that espouses creativity and arouses curiosity and critical enquiry
in the support of individual students, staff members, and their communities;

IS KNOWN FOR

its high quality learning experience,
inspired by innovative teaching that promotes both educational and career success, and
stimulated by research that advances intellectual debate, discovery and change;

HAS ACTIVE RELATIONSHIPS

nationally and internationally with communities, industry, businesses and the professions,
in the creation and exchange of knowledge and in the application of learning and research;

HAS GRADUATES WHO

are distinguished by their professionalism,
their commitment to ongoing learning and personal development,
their confidence and adaptability,
their ability to communicate and cooperate,
and their appreciation of the wider contexts in which they live and work;

HAS STAFF WHO

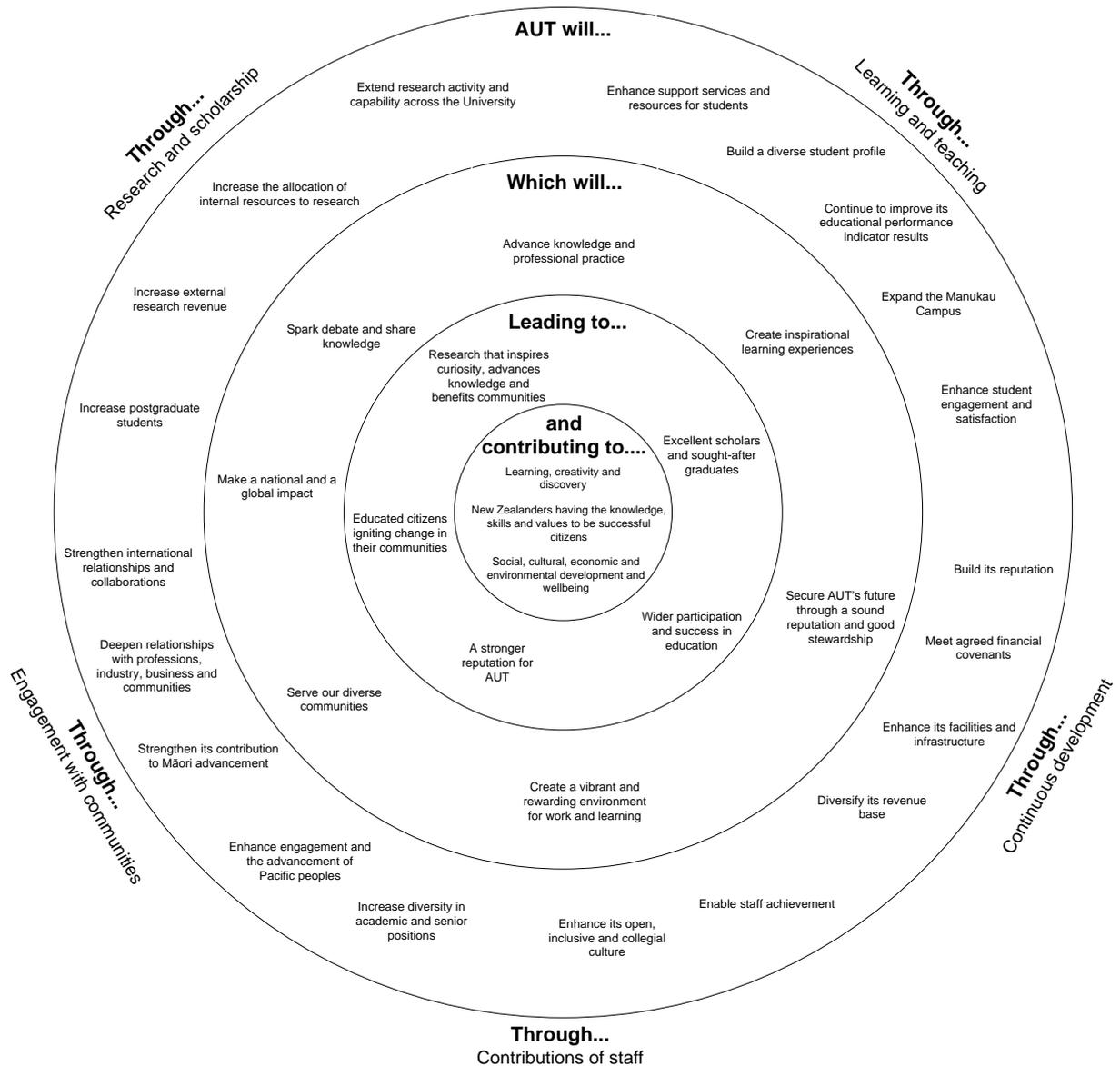
contribute to the vibrancy and success of the University, and
are highly valued for their expertise and high standards of performance;

HAS A CULTURE

that is inclusive, collegial and challenging,
attracting and sustaining the most capable staff and the most promising students
in development and achievement.

Auckland University of Technology's role

AUT's five strategic themes are: learning and teaching; research and scholarship; staff; engagement with communities; and continuous development. The diagram below identifies priorities, objectives and the University's contributions to New Zealand and the world.



A university for the changing world

AUT's primary focus is the education of its students, their learning experience and their success.

Through its research and teaching, AUT creates a dynamic learning environment that inspires students to achieve their aspirations. AUT is outwards-facing, promoting intellectual debate, curiosity and discovery, determined to be engaged with the current and future issues of national and international importance to communities, industry, business and the professions.

The AUT student and staff community is diverse. The University recognises the special place of Māori as tāngata whenua. AUT aims to advance the aspirations and achievement of all staff and students including Pacific people, disabled people, Asian people, refugees, new migrants and people who identify as lesbian, gay, bisexual and transgender.

The University aims to be a great place to work and learn with an attractive, collegial and challenging culture and environment, increasing staff and student engagement, development and achievement. By investing in staff, infrastructure and resources, AUT will continue to make a significant contribution to the social, cultural, environmental and economic wellbeing of the nation and the world.

Strategic Themes and Goals

Learning and teaching

AUT focuses on its students, their learning experience and their success. Through their research and innovation, teachers create an inspiring learning environment. Knowledge exchange with communities, industry, business and the professions ensures a contemporary, relevant and challenging curriculum.

Objectives

Providing an enriched and rewarding student experience by:

- developing skilled and innovative teachers who are at the forefront of knowledge, research and practice;
- having a diverse domestic and international student population;
- enhancing students' international and intercultural competencies;
- strengthening students' engagement with learning and maintaining a high level of satisfaction;
- enhancing services that promote student success.

Providing a relevant, high quality curriculum that:

- develops students' knowledge, creativity, curiosity and analytical abilities;
- involves alumni, communities, businesses and the professions;
- integrates placements and other forms of experiential and service learning;
- advances mātauranga Māori;
- increases the availability of inter-professional and multi-disciplinary programmes; and
- acknowledges our bicultural nation, the tāngata whenua and New Zealand's contemporary multi-cultural character in the way the curriculum is developed and delivered.

Advancing educational opportunities and success in the diverse communities of Auckland and New Zealand by continuing to:

- provide educational opportunities that meet the needs and aspirations of communities, Auckland and New Zealand;
- expand the participation and success of Māori across disciplines and levels of qualification
- grow the participation and success of Pacific people across disciplines and levels of qualification;
- work with secondary schools and communities to inspire and guide students to study successfully at university; and
- foster progression through AUT programmes and in collaboration with other providers.

Growing postgraduate programmes by:

- providing high quality teaching, supervision, infrastructure, technology, equipment and support;
- supporting undergraduate students to successfully progress to postgraduate qualifications; and
- increasing the number of international, Māori and Pacific postgraduate students.

Research and scholarship

Through research, AUT seeks to advance knowledge, stimulate learning, address issues that face the economy, environment and the community and lead intellectual debate, discovery and change. The University's national and international relationships with communities, business, industry and the professions foster the exchange of knowledge and ensure the relevance and contribution of research and learning.

Objectives

Creating a vibrant academic learning community by:

- supporting all academic staff to develop as researchers and teachers;
- increasing resources, support, facilities, technology and infrastructure for research; and
- strongly encouraging research linkages and improving the communication of research.

Growing national and international research impact by:

- extending relationships and working innovatively with communities, professions, universities, research organisations, businesses and government;
- promoting research by Māori for the benefit of their communities;
- supporting the further development of areas of research strength;
- developing a distinctive research programme centred on the Manukau Campus that facilitates knowledge development and exchange with the local community;
- promoting research with Pacific peoples for the benefit of their communities; and
- addressing regional, New Zealand and global issues through collaboration with international and local partners.

Staff

The University aims to be a great place to work, creating an attractive, collegial, challenging environment, increasing staff involvement and satisfaction with the University. The University's staff are committed to the highest standards of research, teaching, student support and administration. AUT will provide facilities, technology and development that sustain excellent staff performance.

Objectives

Ensuring that the University is a vibrant, achievement-oriented and rewarding place to work by:

- increasing efforts to attract, retain and develop high quality staff;
- increasing appointments of Māori and Pacific staff in academic and senior roles;
- increasing appointments of women in senior roles;
- ensuring that every academic staff member contributes to teaching and research;
- providing staff with opportunities to develop their capabilities and contributions and enhance their wellbeing;
- celebrating and rewarding staff success and achievement of the University's goals; and
- providing an attractive work environment, with appropriate equipment, facilities, systems and technology.

Growing the University's capability and performance by:

- building staffing that reflects the diversity of the students
- enhancing staff satisfaction and opportunities for engagement in the directions and development of the University;
- promoting a positive and inclusive culture that celebrates diversity, encourages inter-professional collaboration and involvement with the wider community;
- enhancing leadership and management capability and performance;
- encouraging innovation in teaching, research and administration; and
- ensuring that actions reflect the values of the University.

Engagement with communities

Engagement with business, professions, industry and communities is embedded in all of the University's activities. AUT will be more innovative in seeking out new ways to build enduring and responsive relationships with those communities, other tertiary providers, research organisations and government. The University's commitment to Māori is shown in its aspiration to be the university of choice for Māori. Pacific peoples are significant in the region and nation and the University will work with them in advancing their aspirations and achievement.

Objectives

Contributing to the social, cultural, environmental and economic wellbeing and development of Auckland and New Zealand by:

- strengthening relationships that assist knowledge exchange, reciprocity and collaboration in learning, teaching and research; and
- increasing commercial engagement with business and industry through collaborative research, consultancy and commercialisation.

Promoting individual and community transformation through education by:

- increasing AUT's attractiveness to students and staff both nationally and internationally; and
- developing a vibrant and viable campus in Manukau that meets the needs of students, local communities and Auckland and growing this campus to 5,000 EFTS by 2020;

Promoting Māori potential and educational success by:

- strengthening commitment to Māori as tangata whenua and to the Treaty of Waitangi;
- building stronger collaborative relationships with mana whenua, iwi, wānanga and other Māori communities;
- continuing to enhance opportunity, success and advancement for Māori staff and students; and
- valuing and promoting te reo and tikanga Māori.

Promoting the advancement of Pacific peoples by:

- supporting their participation, aspirations and success in learning and research; and
- strengthening connections, knowledge exchange and research collaborations with Pacific communities.

Continuous development

The University will continue to invest and develop to ensure that it thrives into the future and makes an increasing contribution to social, cultural, environmental and economic wellbeing. Investment in staff, infrastructure and resources will enhance learning and research and continue to build that legacy.

Objectives

Ensuring the University's enduring viability by:

- diversifying the revenue base, including an increase in philanthropy, endowments, gifts and revenue generating activities;
- managing risks, costs and resources to deliver strategic priorities;
- initiating a programme of sustainable development that covers curriculum, research, facilities and operations and addresses social, cultural, environmental and economic dimensions; and
- benchmarking activities against national and international best practice.

Ensuring that the University's facilities, technology and infrastructure create a vibrant environment for teaching, learning, research and administration by continuing to:

- invest in technologies that enhance learning, teaching and research;
- make the campuses attractive destinations for staff, students and the community, with excellent infrastructure and facilities;
- better understand the experience and aspirations of students and staff as the basis for improving facilities, infrastructure and services; and
- provide a safe and healthy environment that promotes the wellbeing of staff and students.

Building the University's reputation for the benefit of students, staff and the community by continuing to:

- communicate its strengths, contributions and successes;
- expand and strengthen engagement and collaboration with alumni, the professions, industries, business, schools, government and communities of Auckland and New Zealand;
- spark debate on local, national and international issues;
- enhance the internationalisation of research collaborations, the curriculum, and staff and student mobility.

Driving success – levers for change: 2012-2016

AUT will...	
Student profile	<ul style="list-style-type: none"> • build a diverse student profile that has: <ul style="list-style-type: none"> ○ More than 90% of EFTS in degree and postgraduate qualifications; ○ More than 15% of EFTS in postgraduate study; with ○ an increased number of research students; and ○ at least 750 doctoral students.
Learning experience	<ul style="list-style-type: none"> • be placed in the top four New Zealand universities for national educational performance indicator (EPI) results; and • significantly invest in the physical and virtual infrastructure supporting teaching and learning • enhance engagement and satisfaction for all students; and • enhance support services and resources for students.
Research	<ul style="list-style-type: none"> • increase the allocation of internal resources to research by a minimum of 10%¹ by 2016 • increase the number and quality of peer-reviewed research outputs; • increase the proportion of academic staff contributing verified research outputs to 75%; • increase external research revenue; and • ensure each academic unit has an active research programme.
Educational opportunities	<ul style="list-style-type: none"> • increase the Manukau Campus to 5,000 EFTS by 2020; • continue to build the participation of Māori and Pacific people across all disciplines and levels of qualification; and • achieve EPI results for Māori and Pacific people that are equal to, or above the university sub-sector average for all students.
Staff	<ul style="list-style-type: none"> • continue to develop an open, inclusive and consultative culture where staff are proud of their involvement with AUT; • increase the proportion of doctorally-qualified academic staff to 60%²; • increase the number of Māori, Pacific and female staff in senior positions, both academic and administrative; • encourage and support the development of all staff; and • enhance leadership and management performance.
International reputation	<ul style="list-style-type: none"> • increase international EFTS to 15-20% of total EFTS; • increase the number of international postgraduate students in taught and research programmes; and • strengthen and benchmark AUT's international reputation in teaching and research through relationships, collaboration, accreditation and rankings.
Engagement with communities	<ul style="list-style-type: none"> • strengthen the contribution to Māori advancement through education and research; • extend and benchmark involvement with business, professions and our communities through knowledge exchange, research and teaching; • raise the University's profile and increase the number of successful research commercialisation ventures through business and industry engagement; and • strengthen the contribution to the advancement of Pacific people through education and research.
Continuous development	<ul style="list-style-type: none"> • build the University's reputation, as measured by market research, student choices, ranking and benchmarking; • meet agreed financial covenants; • continue to diversify the University's revenue base; and • continue to provide vibrant, attractive, safe and healthy campuses through investment in facilities, technology and infrastructure.

¹ From the 2011 baseline

² This includes full-time and part-time academic staff, and excludes temporary and casual academic staff