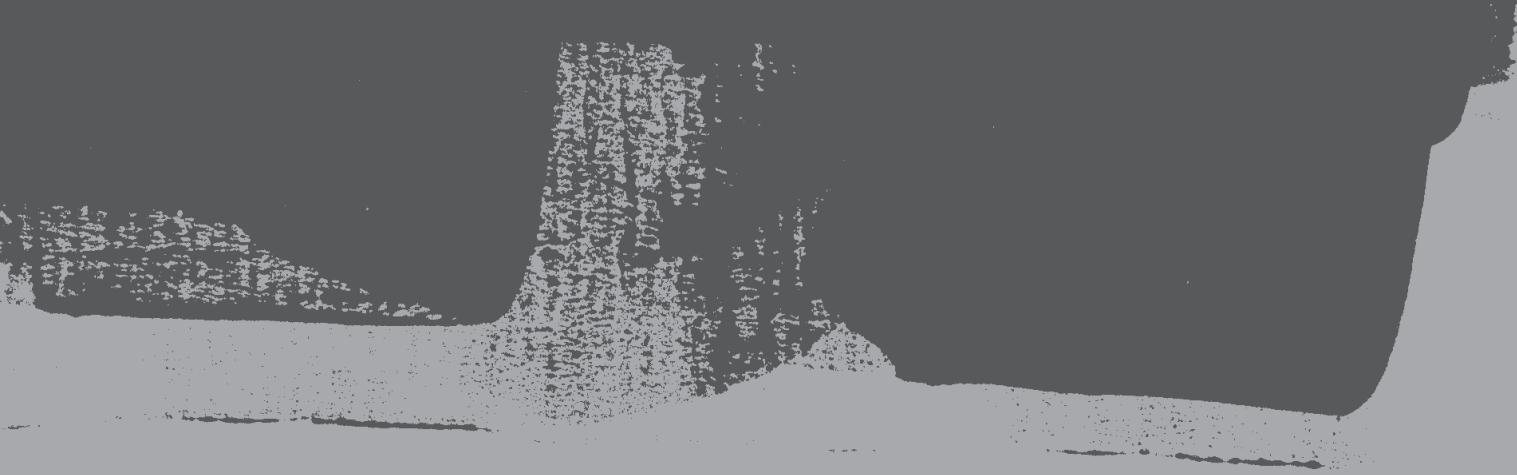




STRATEGIC PLAN



2007-2011



**AUCKLAND UNIVERSITY
OF TECHNOLOGY
STRATEGIC PLAN (2007-2011)**

DIRECTION

Over the next five years Auckland University of Technology (AUT University) will continue to develop and enhance its reputation as a vibrant and contemporary university.

CONTEXT

The Charter of AUT University sets out the mission for the University which is to:

"FOSTER EXCELLENCE, EQUITY AND ETHICS IN LEARNING, TEACHING, RESEARCH AND SCHOLARSHIP AND IN SO DOING SERVE OUR REGIONAL, NATIONAL AND INTERNATIONAL COMMUNITIES."

To give effect to this mission the University will reinforce its areas of strength, focussing on priority areas of development, while remaining true to its distinctiveness. The strategic direction is informed by a number of changes that will influence the University's operations. Inevitably there will be areas of uncertainty and the University will adapt to developments as and when they occur.

AUT University will be distinctive within New Zealand due to: our emphasis on ensuring that our graduates are both educated and prepared for the world of work; our commitment to providing access for students and encouraging their progression; our focus on the quality of the student experience; our emphasis on the integration of theory, practice and applied knowledge; and our ability to undertake research that is both applicable to the external world and to the learning undertaken by our students.

The University has a responsibility to all of the people within the Auckland Region and we will encourage the participation of students from all of its diverse communities, providing the opportunity for them to succeed. We also have a major role in contributing to the social and economic advancement of Aotearoa New Zealand, and to the wider Asia-Pacific region. Consequently we will engage with and be connected to the communities we serve, raising the aspirations of their members and meeting their educational and research needs. As well as these national and regional commitments, we will continue to incorporate an international dimension into our activities, recognising the need in this increasingly inter-connected world for a global aspect to our teaching and research.

AUT University's curricula, research and staff will inform and be informed by our students, their employers and the communities we serve. The University will inspire and transform the life chances of its graduates by providing opportunities for acquiring greater knowledge, improved employment prospects, greater cultural awareness and socio-economic advancement as well as encouraging leadership, creativity and innovation.

KEY STRATEGIC DEVELOPMENTS

REPUTATION

AUT University will be known for:

- Being the best place to learn in New Zealand, producing graduates who are in strong demand.
- Being a university with an emphasis on interdisciplinary and applied research that advances professional practice and the social and economic development of New Zealand.
- Being forward thinking, relevant, responsive, contemporary and connected.
- Serving Auckland, New Zealand and the Pacific, with strong engagement with Maori, Pasifika and new settler communities.
- Being internationally focused, recruiting staff and students internationally and including an international dimension in our teaching and research.

STRATEGIC THEMES

Five key strategic themes guide the future development of the University:

- AUT University will provide excellent education that inspires students to reach their full potential.
- AUT University will conduct excellent research, advancing knowledge and practice in its areas of expertise and supporting its higher education programmes.
- AUT University will actively engage with the communities it serves, and contribute to their social and economic development.
- AUT University will attract, develop and retain excellent staff.
- AUT University will ensure its sustainability through good management, strong performance and reputation.

Each theme is supported by key objectives and development priorities.

CRITICAL SUCCESS FACTORS

The University will develop and monitor specific targets for key indicators, to ensure that the intent of the plan is being fulfilled. These will be detailed in the Profile and other key planning documents, reviewed annually, and updated as required. Critical Success Factors are outlined at the end of this document, indicating particular areas of focus for the University to ensure that this plan is being successfully implemented.

THEME 1 | AUT UNIVERSITY WILL PROVIDE EXCELLENT EDUCATION THAT INSPIRES STUDENTS TO REACH THEIR FULL POTENTIAL

OUTCOMES

AUT University will remain student-centred and provide a learning environment that is conducive to the success of all students. Our graduates will be in strong demand from employers due to their knowledge of both theory and practice, and their ability to make an immediate contribution to their chosen profession.

AUT University will continue to build its higher education profile while retaining a commitment to provide a range of pathways into higher education. We will continue to place emphasis on the quality of our teaching and student support; our connections with the industries, professions and communities that the University serves; the accessibility of our programmes; the relevance of our curricula; and the importance of our quality assurance processes.

We will be the leading provider in our areas of discipline strengths and our programmes will be regarded highly by both employers and students. The programmes will be relevant to the needs of New Zealand and will also provide graduates with a global perspective so that they can successfully engage in the international arena. The University's qualifications will not only prepare AUT graduates for their chosen profession but also stimulate a commitment to lifelong learning, intellectual independence, innovation and creativity.

OBJECTIVE 1

To ensure that AUT graduates are knowledgeable, sought after and inspirational

Priorities:

- Ensuring that our curricula and programmes are at the leading edge of practice and to assist students to become intellectually independent with a thorough understanding of the relevant body of knowledge
- Ensuring strong linkages with the professions, industries and communities that the University serves in order to maintain the relevancy of its programmes (see also Theme 3)
- Fostering diverse learning skills and styles, through the blending of traditional and new learning and teaching technologies, including on-line learning
- Ensuring that our graduates are skilled in communication, problem-solving, critical analysis, are information literate, and can use the relevant technologies
- Ensuring that our graduates have the ability to work collaboratively, make informed decisions and bring ethical analysis to practice
- Ensuring that our graduates have the ability to challenge the status quo, promote change and bring a forward looking dimension to their chosen career

OBJECTIVE 2

To enhance curriculum flexibility and increase student choice

Priorities:

- Collaborating with other tertiary institutions to increase cross-crediting opportunities
- Ensuring that staircasing opportunities are available
- Expanding alternative programme delivery arrangements, including the commitment to the University Summer School as core business
- Increasing opportunities for students to undertake conjoint degrees and combine majors and minors
- Increasing the elective content of programmes, and the opportunities for students to study across discipline boundaries
- Using technology to enable accessible and individually tailored programmes

OBJECTIVE 3

To build and broaden discipline strengths

Priorities:

- Developing a wider range of new programmes, majors and minors
- Extending the range of professional qualifications, particularly at postgraduate level
- Identifying and developing curriculum opportunities in new subject areas, while reinforcing current areas of strength

OBJECTIVE 4

To encourage students to progress to, and be successful in, higher education programmes

Priorities:

- Extending and strengthening opportunities for students to undertake pre-degree and foundation programmes at Level 4 that will prepare them for University study and inform their choice of qualification
- Encouraging articulation from other providers into higher education programmes (see also Theme 3)
- Ensuring that students entering higher education programmes acquire the skills for success

OBJECTIVE 5

To ensure that the student learning experience is of high quality

Priorities:

- Developing improved mechanisms for the dissemination of good practice in learning and teaching
- Ensuring all students are equipped with a range of learning skills, including information literacy
- Ensuring all students have opportunities for exposure to a range of learning styles and technologies, including online learning
- Ensuring the development of excellent teachers, able to use a range of approaches and technologies in ways that meet the needs of their students
- Ensuring quality assurance systems are directed at the continuous improvement of the student experience
- Improving the coordination and enhancement of student support systems to maintain high levels of retention and completion

THEME 2 | AUT UNIVERSITY WILL CONDUCT EXCELLENT RESEARCH, ADVANCING KNOWLEDGE AND PRACTICE IN ITS AREAS OF EXPERTISE AND SUPPORTING ITS HIGHER EDUCATION PROGRAMMES

OUTCOMES

AUT University will continue to enhance its research culture, growing both capability and capacity in key areas. The University will value research and be actively engaged in it. Our reputation will be enhanced by the quality of the research undertaken by our staff and postgraduate students. The University will be known for applied, interdisciplinary, policy-informed and connected research that advances knowledge and professional practice, and contributes to the social and economic development of New Zealand.

The University will facilitate a climate of academic enquiry and debate. Our research will reflect Boyer's notion of scholarship¹ and will cover the spectrum from embracing discoveries and innovations for their own sake to supporting our curriculum so that our students are leading practitioners in their professions. There will be a self evident relationship between the University's research, consultancy and commercialisation.

Our success in increasing research activity will result, inter alia, in a research rich environment for learning and teaching, an improved Performance Based Research Funding (PBRF) rating, increased consultancy contracts and more commercialisation of intellectual property. The University's reputation for research in key areas will lead to increased research collaborations, both nationally and internationally, and we will be the leading provider for doctoral study in these areas.

1. Ernest L Boyer, 1990, *Scholarship Reconsidered: Priorities of the Professoriate*.

OBJECTIVE 6

To increase research activity

Priorities:

- Actively pursuing new interdisciplinary research initiatives
- Collaborating with other universities, research organisations, businesses, industry, government and community organisations both nationally and internationally
- Ensuring that all academic units have an active research programme and plan
- Increasing research-based revenue by ensuring administrative processes are in place to improve the quality and quantity of research grants and funding applications
- Providing more opportunities for research (see also Theme 4)
- Providing encouragement and support for staff to enhance their research capability

OBJECTIVE 7

To enhance research reputation

Priorities:

- Conducting research that advances knowledge and professional practice, and contributes to the social and economic development of New Zealand
- Ensuring that our commercialisation activities enhance our reputation as an applied and engaged university
- Encouraging discourse on issues that affect the communities we serve
- Improving the public profile of our renowned researchers and their research
- Participating in international research networks and collaborations that leverage off our research strengths, and that recognise and advance research undertaken by staff and students
- Recruiting more high achieving international students into our research programmes and projects
- Recruiting and retaining leading internationally renowned academics in our key research areas

OBJECTIVE 8

To ensure research activity is sustainable

Priorities:

- Ensuring that key research institutes and centres provide a foundation for postgraduate teaching and learning
- Increasing external research revenue
- Operating a robust infrastructure to support research
- Supporting the development of an enhanced critical mass of research capability in key areas



THEME 3 | AUT UNIVERSITY WILL ACTIVELY ENGAGE WITH THE COMMUNITIES IT SERVES, AND CONTRIBUTE TO THEIR SOCIAL AND ECONOMIC DEVELOPMENT

OUTCOMES

AUT University is based in the heart of Auckland City and the Auckland Region. We are committed to being relevant to the diverse communities we serve: in Aotearoa New Zealand, embracing the partnership of peoples and aspirations of The Treaty of Waitangi; in Auckland, the commercial centre of New Zealand and the largest Polynesian city in the world, with its significant and growing populations of Maori, Pasifika, and Asian peoples; and in international networks of higher education and research. Our curricula will reflect these contexts, and our research will inform and critique them. We will play a key role in the advancement of these communities by leading debate, nurturing culture and custom and celebrating achievement.

AUT University will continue to be a university of opportunity. We will continue to support and encourage communities and groups who have been traditionally under-represented in higher education. This includes providing accessible and equitable pathways of learning from pre-degree to postgraduate levels, developing and maintaining targeted academic support programmes, and fostering social networks for students. We welcome diversity and encourage all staff and students to reach their potential, mindful of culture, socio-economic background, gender, disability, sexual orientation, ethnicity, age, or life experience.

We will develop strategic partnerships with key stakeholders and communities, both nationally and internationally. We have strong linkages with the industries and professions we serve, and we will continue to be known for being connected and responsive to their needs. We will enhance links with our Alumni, in order to maintain a relationship which is mutually beneficial.

OBJECTIVE 9

To strengthen and build strategic relationships and partnerships that advance education, research, and economic and social development

Priorities:

- Effectively engaging with:
 - The professions, industries and business
 - Central and local government and education authorities
 - The Not-for-Profit sector and other community groups
 - Relevant international organisations
- Fostering relationships with other tertiary providers:
 - To stimulate research collaborations and the exchange of specialist knowledge
 - To maximise the efficient use of resources
 - To offer mutually beneficial articulation agreements
- Establishing, developing and cultivating domestic and international funding relationships
- Relating strongly to secondary schools, youth development organisations and other institutions, encouraging aspirations for higher education and developing pathways into our programmes
- Developing and sustaining long term relationships with AUT Alumni

OBJECTIVE 10

To honour the commitment to the Treaty of Waitangi by being the university of choice for Maori

Priorities:

- Building effective relationships with mana whenua, iwi and Maori communities
- Conducting research that benefits Maori and their communities
- Including Maori pathways in the curriculum
- Promoting access, success and advancement for Maori staff and students
- Valuing and promoting te reo and tikanga Maori

OBJECTIVE 11

To encourage access and success in university education for students from the diverse communities within the Auckland Region

Priorities:

- Becoming the university of choice for Pasifika communities by:
 - Building effective relationships with the Pasifika communities
 - Encouraging access, success and advancement of Pasifika staff and students
 - Conducting research that benefits Pasifika and their communities
 - Including Pasifika pathways in the curriculum
- Developing a culture of inclusion and celebrating diversity in all our activities
- Developing a strong presence across the Auckland Region
- Promoting opportunities to succeed for students from the diverse communities within the Auckland Region including provision of a comprehensive learning support programme
- Raising our profile and building effective relationships with the diverse communities within Auckland, with particular emphasis on Asian, new settlers groups and the disabled community



THEME 4 | AUT UNIVERSITY WILL ATTRACT, DEVELOP AND RETAIN EXCELLENT STAFF

OUTCOMES

AUT University will be known as a high performing organisation. We will recruit and retain high calibre academic and allied staff as a key to the development of the University. The vibrancy of our learning and research environment, our culture of innovation and creativity and our emphasis on personal development will assist in attracting and retaining staff.

Our staff will include an appropriate mix of academically qualified staff, inspiring teachers, experienced industry practitioners and leaders. Our academic staff will engage in a portfolio of research, teaching, professional practice and wider academic administration and leadership activities appropriate to their level and field of endeavour. Our allied staff will partner and complement our academic endeavours by advancing a culture of service excellence in organisational administration, academic and student support, and associated University services.

We will continue to value our staff and nurture their development, fostering a culture that promotes cohesiveness and develops a community of staff that supports and advances the University. Our culture, supported by appropriate contractual arrangements, will provide opportunities for academic and allied staff to pursue well-rounded careers.

AUT University will be a good employer and have staff that are in demand by others. We will be committed to equal opportunity employment, recognising the opportunity to be relevant to the diverse communities of 21st century Auckland. Growth will provide opportunities for change. The University will continue to adjust the profile of our staff in order to support changes in our student, teaching and research profiles. We will, through succession planning, seek to develop leadership in all aspects of the University's activities.

OBJECTIVE 12

To ensure the University provides a challenging, stimulating and rewarding work environment for all staff

Priorities:

- Ensuring our staff and leadership profile reflects the communities we serve, providing staff with opportunities, and students and staff with inspirational models
- Offering opportunities for flexible and effective working arrangements
- Providing employment terms and conditions that ensure competitiveness with relevant universities and commercial organisations
- Providing facilities that assist staff to work efficiently and effectively, and that contribute to staff satisfaction
- Promoting, celebrating and rewarding the achievements and success of staff

OBJECTIVE 13

To promote the development of well-rounded careers for all staff

Priorities:

- Developing management and leadership capability across the University
- Ensuring through management, employment and other arrangements that academic work has an effective balance of teaching, research and administration
- Providing opportunities through secondments, professional development, pursuit of appropriate qualifications and other solutions, by which all staff can develop their careers



THEME 5 | AUT UNIVERSITY WILL ENSURE ITS SUSTAINABILITY THROUGH GOOD MANAGEMENT, AND STRONG PERFORMANCE AND REPUTATION

OUTCOMES

AUT University accepts its responsibility to be a good steward of our assets. Reputation and strong performance will lead to growth in revenue, whether from additional students, increased research revenue, commercialisation of intellectual property, or other streams of revenue, which will be used to invest in areas of strategic priority. Investment decisions will be as a result of careful assessment, which in turn will require good management information and decision-making.

We will strive for excellence in planning, marketing, communications, financial management, administration, and risk management. Our services and processes will be customer friendly. We will use technology to enhance our activities. Our operations will be conducted in a transparent and accountable way. We will benchmark with other institutions nationally and internationally to ensure that our processes are effective and efficient.

OBJECTIVE 14

To build reputation

Priorities:

- Communicating our strengths, contributions and successes in teaching, learning and research
- Engaging with key stakeholder groups (See also Theme 3)
- Strengthening our profile as a vibrant and contemporary university
- Offering opportunities for alumni and other benefactors to be associated with, and contribute to, the development of the University

OBJECTIVE 15

To ensure financial sustainability

Priorities:

- Achieving a capital structure that enables our development
- Continuing development of existing and new programmes so that they remain relevant and in demand (See Theme 1)
- Developing new streams and forms of revenue, including an active advancement programme
- Diversifying sources of international revenue
- Ensuring effective business risk management
- Increasing revenue from external research and commercialisation (See Theme 3)

OBJECTIVE 16

To enhance the effectiveness and efficiency of the University's operations

Priorities:

- Establishing the most effective balance between academic and allied staff (see also Theme 4)
- Improving the quality and accessibility of management information in order to improve management decision-making
- Creating a framework for sharing and using knowledge, acquired through the University's operations, to enhance learning, teaching, research and other activities
- Improving space utilisation
- Streamlining administrative and academic procedures

OBJECTIVE 17

To be a good steward of the University's assets

Priorities:

- Completing the capital development programme in order to improve the campuses for present and future generations
- Investing in our infrastructure to provide outstanding teaching and learning and research facilities
- Implementing environmentally sustainable practices throughout the University



CRITICAL SUCCESS FACTORS

The strategic intent of the plan will be achieved if the Critical Success Factors below are achieved. Management decision-making throughout the University should consider how to contribute to the successful achievement of these critical success factors, which provide a focus for on-going activity.

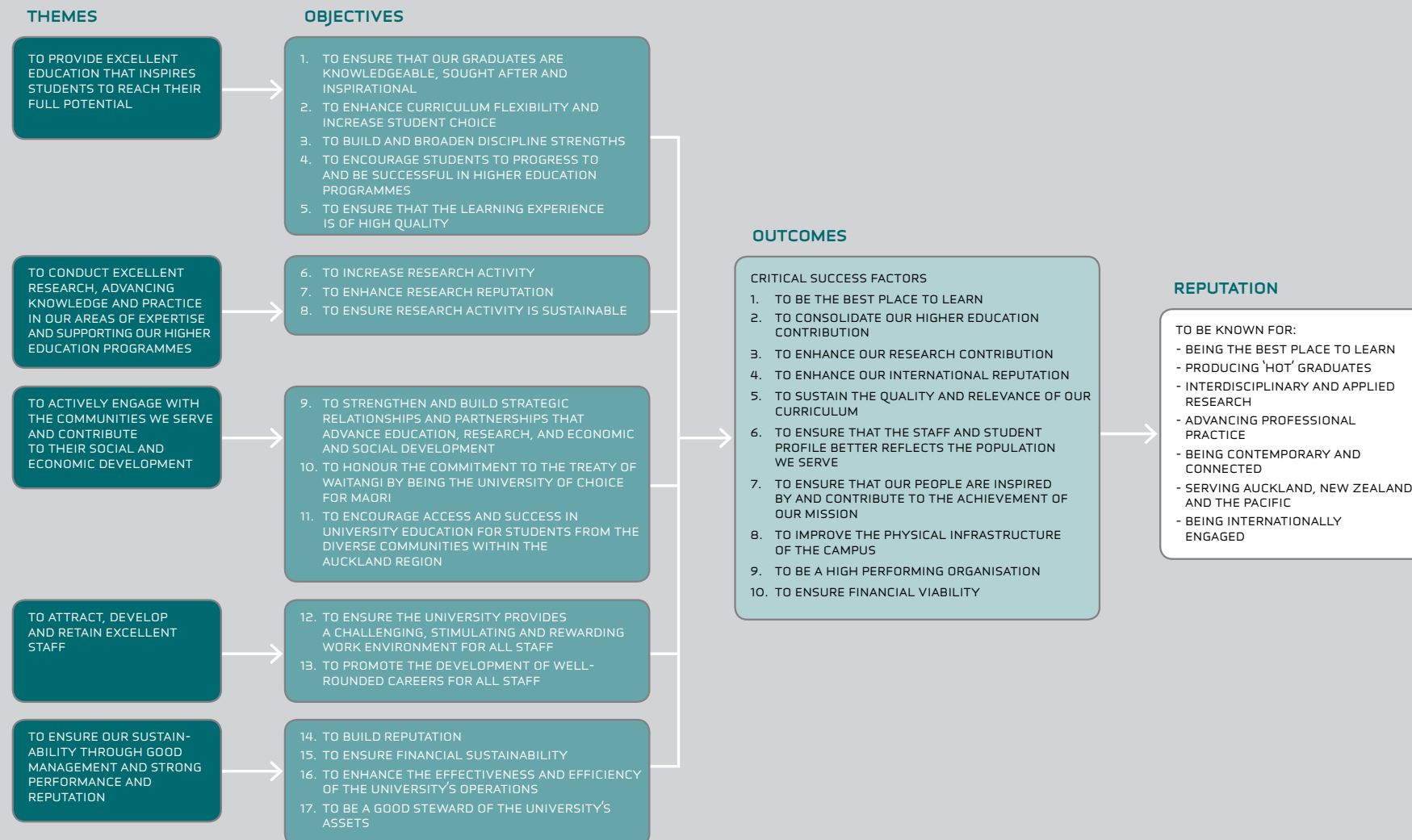
To support the achievement of the Critical Success Factors the University will monitor specific key indicators and targets in the Annual Report. These indicators will be reviewed annually and updated as required.

SUCCESS FACTOR	RATIONALE
<p>To be the best place to learn. This will be indicated by:</p> <ul style="list-style-type: none"> - Maintaining or enhancing the success of our students as measured by retention and completion rates - The strength of our reputation as indicated by market research - Retaining market share and growing to 18,000 EFTS by 2015. 	<p>We will continue to reinforce our curriculum strengths and grow new opportunities for students as well as providing greater curriculum flexibility. We will engage with our local communities and be a place of opportunity for students from all communities. We will provide a supportive learning environment and appropriate learning facilities and technologies. As a result there will be increased student success, satisfaction and demand.</p>
<p>To consolidate our higher education contribution. This will be indicated by increasing the percentage of students studying in higher education programmes to at least 75% of all EFTS.</p>	<p>We will continue to increase our contribution as a university. We will continue to encourage progression into higher education programmes as well as growing and strengthening our undergraduate and postgraduate portfolio.</p>
<p>To enhance our research contribution. This will be indicated by:</p> <ul style="list-style-type: none"> - Increasing the number of doctoral and research masters graduates to 400 per year by 2015 - Increasing external research revenue to 10% of all external revenue. 	<p>We will continue to develop our research reputation and capability. We will further develop our reputation for postgraduate study and increase enrolments in masters and doctoral qualifications. This will require enhancements in our research capability and capacity. We will provide opportunities for staff to engage in research. We will work with businesses and the professions we serve to assist the development of leading practice. We will work with our communities to conduct research that is relevant to the social and economic development of New Zealand and is of an international standard. We will provide opportunities for commercialising research.</p>

SUCCESS FACTOR	RATIONALE
<p>To enhance our international reputation. This will be indicated by:</p> <ul style="list-style-type: none"> - Increasing the number of international students studying in postgraduate programmes. - Establishing significant relationships with selected universities or organisations or associations of universities. 	<p>We will continue to grow our international reputation as a university. This will benefit our ability to attract high calibre staff and students, to be involved in international research collaborations and other forms of collaborations as well as providing our students with a qualification that is recognised internationally.</p>
<p>To sustain the quality and relevance of our curriculum. This will be indicated by maintaining at least 90% of our graduates in employment or further study 6 months after graduating.</p>	<p>We will maintain our commitment to meeting the needs of the communities, businesses, industries and professions we serve. This will be achieved, inter alia, by delivering relevant qualifications that lead to our graduates being both inspiring and in demand.</p>
<p>To ensure that the staff and student profile better reflects the population we serve.</p>	<p>We will serve our region by providing opportunities for staff and students from all of the diverse communities in the region. This will be reflected, inter alia, in the values and culture of the institution, our policies and practices, our pedagogy, our curriculum and our support services.</p>
<p>To ensure that our people are inspired by, and contribute to, the achievement of our mission. This will be indicated by consistently high levels of staff performance and satisfaction.</p>	<p>Our staff will be essential for achieving the intent of the plan. We will maintain our commitment to be an employer of choice. We will continue to provide opportunities for staff development. We will continue to provide an open and consultative management style that empowers staff to make a difference. We will seek to ensure that our staff are proud to serve at AUT University and that they are encouraged to develop both themselves and the University.</p>
<p>To improve the physical infrastructure of the campus. This will be indicated by developing and implementing a five year capital development plan.</p>	<p>We will provide appropriate learning environments, technologies and facilities that meet the expectations of staff and students.</p>
<p>To be a high performing organisation. This will be indicated by consistently performing well in relevant benchmarking.</p>	<p>We will continue to seek ways to enhance our effectiveness and efficiency in order to maximise the ability to invest in the core activities of teaching, learning and research. We will continue to develop our people so that they are able to grow their contribution and progress in their chosen careers.</p>
<p>To ensure financial viability. This will be indicated by meeting prudent financial ratios.</p>	<p>We will continue to develop and invest in the University in order to fulfil our stewardship ethos and to enhance the University for future generations. To achieve this we must continue to be financially viable. This will require, inter alia, good management and effective and efficient processes.</p>

SUMMARY OF THE AUT UNIVERSITY STRATEGIC PLAN (2007-2011)

“To foster excellence, equity and ethics in learning, teaching, research and scholarship and in so doing serve our regional, national and international communities.”







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