AUT

TE WĀNANGA ARONUI
O TĀMAKI MAKAU RAU

OUR AI FUTURE

Vice-Chancellor's AI Taskforce

April 2025

1. Executive summary

Recent advances in Artificial Intelligence (AI) represent a pivotal moment in technology's evolution – one that aligns directly with AUT's vision of enriching lives and creating a better world through technology, learning, and discovery. As Aotearoa New Zealand's university of technology, we have a responsibility to engage meaningfully with emerging technologies that transform how we teach, research, and serve our communities.

Last year, I convened a taskforce of colleagues from across our university to develop a cohesive strategy for our AI future. Together, we crafted "Our AI Future" – a document outlining clear principles, vision, and methodology for integrating AI across all aspects of university life. This approach enables us to move from localised adaptation to deliberate, strategic integration that upholds our values of pono, tika, and aroha, advancing our core mission.

Rather than pursuing AI for its own sake, we aim to harness AI's capabilities to enhance our three key strategic outcomes: producing graduates the world needs, conducting knowledge discovery and application with purpose, and building partnerships that accelerate impact. Our vision includes transforming educational experiences through personalised learning and AI-enhanced curriculum while providing seamless, proactive student support services. We envision graduates equipped for an AI-integrated workforce, researchers empowered to accelerate discovery through new methodologies and interdisciplinary collaboration, and AUT positioned as a hub for AI innovation that bridges academia, industry, and community needs. By co-developing solutions that address real-world challenges, we will create impact through applied, transformational education and research.

"Our AI Future" defines aspirations across key focus areas, revealing significant opportunities to apply AI in ways that are authentic, ethical, and transformative. Central to our implementation approach is weaving AI throughout the university's fabric, ensuring it becomes an integral strand within AUT rather than a separate initiative.

Our implementation strategy balances immediate opportunities with strategic transformation, coordinating with existing initiatives while developing new capabilities. The AI Acceleration Centre (AIAC) will serve as a cornerstone initiative, providing technical capability, resources, and coordination while respecting established accountabilities.

The journey ahead requires collective action from all members of our university community. I invite each of you to embrace this opportunity – to explore how AI can enhance your teaching, accelerate your research, improve our operations, and deepen our community impact. Together, we can position AUT at the forefront of responsible and ethical AI integration in higher education. This is both an aspirational goal we must collectively achieve and an essential pathway to successfully fulfilling our mission of enriching lives and creating a better world through technology, learning, and discovery.

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2. Context

We recognise that this moment is an important opportunity in the technology cycle to move from a position of responsiveness and local and focused adaptation, to one that is cohesive, strategic, and deliberate. AUT needs to proactively take steps to craft our principles, guide our next steps, investment and safety.

Recent advances in Artificial Intelligence, particularly generative AI, call for a cohesive AUT position on AI, including an established approach and clear goal or goals for the University. Generative AI has emerged as a powerful agent, vehicle and catalyst of change. Currently these changes are rapid, and broad, and while this means the scope and depth of the impacts of AI are uncertain, it is evident that the impacts will be significant, disruptive, and in many areas, revolutionary.

As a university of technology, AUT has a commitment to engaging with and contributing to emerging technologies. This means both supporting their ethical, practical, safe, efficient and optimal utilisation within our own activities, and advancing the University's mission and its positive impact in the world, for all our communities and stakeholders.

Parts of the University have already engaged with a range of AI and Generative AI capabilities, tools and software. A range of pilots and programmes are underway. We should expect that change and innovation will continue to happen, both in local areas and through larger collectives of interest and practice. What we do next should continue to enable this innovation, while ensuring that adequate protections and compliance have been put in place, that we avoid duplication, and manage some of the key risks.

Many of the current changes wrought or promised by AI appear unprecedented, particularly as new and generative capabilities are emerging. Equally challenging is the pace at which these capabilities are emerging, which further heightens both the opportunities and risks AI presents. These changes are pressing against established norms, laws and regulations, and are likely to result in significant changes.

Higher education is often at the forefront of technological change, and generative AI is already impacting higher education across diverse domains, including each of our core domains: teaching, research and engagement. Generative AI is reshaping teaching practices, transforming student support, accelerating research, and fostering collaboration with industry partners.

As we have seen in other technological transformations, these changes can address major societal challenges, or they can amplify existing inequities and disadvantages—which is why a deliberate and principled approach in line with the University's strategy and values is essential.

AUT has a reputation as an innovator in the university sector, and it is important that we enable innovation with regards to AI, while ensuring that the University remains safe, efficient and consistent; and that investment and expenditure the University undertakes returns the greatest benefit.

AI technologies can already be integrated into a range of university environments: classrooms, assessment, online activity, service provision, pedagogical approaches. Educators explore how to design learning experiences that incorporate AI as a collaborative learning agent in classrooms. Curriculum design emphasises capacity building and subject-matter knowledge, promoting interdisciplinary learning, authentic problem-solving, and creative tasks.

AI can enable personalised learning by capturing, aggregating, and analysing students' performance data in real-time. Customised content, feedback, and learning parameters enhance student support. AI-

driven chatbots and virtual assistants provide 24/7 support, answering student queries and assisting with administrative tasks. This personalised approach fosters student engagement and success.

Researchers benefit from AI's ability to automate data analysis, literature reviews, and hypothesis testing. Natural language processing (NLP) tools help extract insights from vast amounts of text data. AI models predict trends, identify patterns, and enhance scientific discovery. Universities leverage AI to accelerate research across disciplines.

University operations, including human resources, finance, and purchasing functions, can benefit from AI to enhance efficiency and decision-making. AI can streamline various processes, improve accuracy in forecasting and planning, and automate routine tasks across different operational areas.

Universities collaborate with industry partners to develop AI solutions. Joint research projects, internships, and industry-sponsored courses bridge the gap between academia and real-world applications. AI-driven innovations benefit both students and industries, fostering a symbiotic relationship. Industry collaboration ensures that graduates are well-prepared for the evolving job market.

While AI brings immense potential, challenges, risks and concerns remain. Ethical considerations, bias mitigation, and transparency are critical. Universities must prepare educators and students for an AI-driven future. As AI continues to evolve, universities play a pivotal role in shaping its responsible and impactful integration. Key issues such as data sovereignty, indigenous data sovereignty, privacy and digital governance will become even more important.

Both strategic risks and strategic opportunities will come via the disruption of AI. These will potentially involve each dimension of the University: academic, research, infrastructure, finance, people and culture. There is little doubt that one important key for the University to remain relevant, effective and future ready will be its ability to act strategically, wisely and effectively regarding AI.

3. Scope and purpose of this taskforce

The AI Taskforce is charged with setting a strategic direction for AI adoption and integration at AUT. The scope of this taskforce encompasses the following key objectives:

- **Principles:** Develop and agree upon a set of guiding principles for AI use at AUT, ensuring alignment with the University's values, ethical standards, and commitment to Te Tiriti o Waitangi.

- **Vision development:** Craft a clear and ambitious vision for AI at AUT, outlining how AI will transform and enhance the University's core functions of teaching, research, and community engagement and partnership.

- **Initiative identification and implementation roadmap:** Propose, prioritise, and plan key initiatives that will enable AUT to give effect to the AI Vision.

- **Gap analysis:** Undertake a systematic process that compares our current state to a desired state to identify areas for improvement and prioritisation in AI.

- **Governance framework:** Recommend executive governance structures and processes to guide the ethical and effective use of AI across the University.

To achieve these objectives, the taskforce will explore seven key areas of university operations:

1. Learning & teaching
2. Student support and service delivery
3. Research and discovery
4. Community impact and industry collaborations
5. University operations
6. Privacy, compliance and security
7. Oversight and enabling

Through this approach, broad ranging and strategic, the taskforce aims to enable a goal:

For AUT to become a leader in the ethical and effective use of AI in higher education, enhancing the University's ability to deliver exceptional educational experiences, conduct cutting-edge research, and support the University's vision to create a better world through technology, learning and discovery.

4. AUT's AI Principles

In a time of rapidly changing technology, it is important to affirm our university values, a small set of relevant principles, and describe our approach.[1] We recommend the following principles around AI to the Executive:

1. **AI for all.** AUT will ensure that all students and staff have opportunities to equitably benefit from AI through access, support, and training.

2. **Integrity.** Academic rigour and integrity will continue to be upheld while embracing AI's transformative potential in teaching and research.

3. **Collaboration.** AUT will work collaboratively to share experiences and approaches, both internally and with other partners and stakeholders.

4. **He Tangata, he Tangata.** AUT will adopt human-centered approaches to AI deployment, striving for practices that promote ethical use, equity, transparency, and security, acknowledging the inherent challenges of AI systems in these areas.

5. **Tikanga Raraunga.** AUT will commit to processes that are tikanga adjacent to ensure the ethical use and protection of Māori and Indigenous data.

6. **Strategic advancement for public good.** AUT will use AI to advance our vision, mission, strategy including Te Aronui, utilising AI in the interest of the public good, environmental sustainability and for the betterment of all our communities.

7. **Kanohi ki te Kanohi.** AUT affirms the unique and irreplaceable value of human-to-human connection in education and University life, while recognising that AI can enhance, complement and judiciously substitute for human interaction in appropriate contexts.

8. **Excellence and leadership.** AUT, as a university of technology, will make bold contributions to the field and application of AI that create impact through applied and transformational education and research.

[1] Group of Eight AI principles: https://go8.edu.au/group-of-eight-principles-on-the-use-of-generative-artificial-intelligence;
University of Melbourne AI principles: https://www.unimelb.edu.au/generative-ai-taskforce/university-of-melbourne-ai-principles; Russell Group AI principles: https://russellgroup.ac.uk/media/6137/rg_ai_principles-final.pdf

5. AUT's AI Approach

AUT will develop and implement a shared and cohesive approach to AI that weaves through our educational, research, and engagement activities. This will provide a transparent framework for decision-making and action, and to identify clear practical next steps. The Taskforce recommends to the Executive the following pragmatic approach for the University to AI integration. Our approach should be enabling and empowering but support a cohesive and safe journey for AUT. This approach ensures that our response to AI is both effective and aligned with our existing capabilities and resources. We recognise that change is occurring at an unprecedented pace, and our approach must be responsive, agile, and prepared to evolve continuously.

1. Integrated. We will integrate AI across all university functions, embedding it within existing decision-making frameworks and operational areas. Each part of the University will incorporate AI into their activities, ensuring it becomes an integral strand within AUT's fabric.

2. Transparent and visible. Our approach will be transparent, with clear priorities and lines of AI governance and decision-making that actively advance our mission in accordance with our values and AI principles, including transparency about potential impacts on our communities and environment.

3. Empowering and enabling. We empower our staff to optimally use AI with support structures, guidance and permissions to leverage AI effectively, favouring enablement over restriction, whilst safeguarding privacy, ethics, and Indigenous and Māori data sovereignty.

4. Educative. We will educate and empower our staff so that both individually and collectively our people and people leaders become more AI capable and aware and are confident in supporting both AI innovation and AI safety.

5. Innovative. We actively seek transformative opportunities to apply AI in ways that enhance our core mission, advance our strategic goals, and position AUT at the forefront of AI in higher education.

6. Mission anchored, strategically adaptive. We will evaluate AI initiatives based on their contribution to our enduring strategic goals rather than pursuing technology for its own sake. Our response to the rapidly evolving AI landscape will prioritise initiatives that directly advance our mission, while maintaining the flexibility to pivot our implementation approaches when necessary. This balanced approach ensures we remain focused on our purpose while effectively navigating technological change.

7. Adaptive. We will continuously evolve our approach based on feedback, emerging good practice, and the rapidly changing AI landscape, developing mechanisms to quickly identify and respond to new opportunities.

8. Strategic investment. Our AI work will be coordinated across the University to maximise impact, avoid duplication, and ensure resources are directed toward the most transformative opportunities.

6.0 Desired future state and our first aspirations

6.1 Learning and Teaching

The Taskforce's analysis of the current and future state of AI in learning and teaching encompasses several key aspects: the use of AI in assessments, integration of AI into curriculum content and design, utilisation of AI to enhance and personalise the learning experience, application of AI to improve student academic support and developing AI literacy among students and staff. This comprehensive scope allows for a thorough examination of how AI can transform educational practices at AUT, from course design to student outcomes.

Desired future state	Our first aspirations
A fundamental change in assessment design and practices across the University, with assessments falling into two channels: secured controlled assessments and AI-integrated assessments. AI is integrated across all disciplines authentically and ethically, evolving existing programmes and developing new ones to address societal challenges and industry needs. AUT uses AI systematically in its educational design processes to support programme and course development. AUT harnesses AI to provide personalised learning experiences and streamline teaching administration. All students have a minimum standard of knowledge of AI and the opportunity to use AI to solve real-world problems. AUT is seen as a leader in bringing industry together around AI to uplift economic and social impacts. All academic staff possess a foundational level of AI literacy and are experts in applying AI within their specific disciplines.	Assessment policy has been implemented across all courses and programmes resulting in AI robust assessments implemented across all courses. All academic staff have current knowledge of how AI is being used in their discipline and are systematically incorporating that into course content. Each discipline understands AI impacts on their profession and a structured plan to evolve curriculum accordingly. AI enhancements in core toolsets (e.g. Canvas, Panopto) are utilised in the development of teaching material. Secure and consolidated student data is available to enable personalised learning experiences. A programme to develop and support systematic evaluation and piloting of new generative AI tools in learning and teaching is established. AUT has guidelines for culturally appropriate AI use in teaching and learning contexts, with specific attention to te reo Māori resources and mātauranga Māori integration. These guidelines will outline protocols for handling Māori data respectfully and identify initial opportunities to enhance te reo Māori learning through existing AI tools while respecting data sovereignty principles.

AUT utilises AI to create culturally responsive learning environments that honour diverse knowledge systems. Our AI-enabled teaching practices uphold the integrity of mātauranga Māori, while ensuring equitable access and outcomes for all learners through tikanga-aligned technologies. AUT's AI integration aligns with standards from relevant professional accrediting bodies, ensuring industry-relevant teaching and graduate outcomes.	AI-powered tutoring is accessible for all students in all relevant courses. AI is used to automate some repetitive academic administrative tasks. All graduates have the skills to use AI effectively and are up-to-date in their chosen discipline.

6.2 Student support and service delivery

The integration of AI into student support and service delivery at AUT involves several critical dimensions. Ethical considerations are central, ensuring responsible AI use in student interactions and data handling. AI's potential to personalise services is also significant, enhancing both accessibility and the ability to tailor support to individual needs. A key challenge is determining the appropriate balance between AI-driven and human-delivered care, ensuring that students receive the right level of support in different contexts. AI's multilingual capabilities expand support across diverse language needs, and its proactive mechanisms enable early intervention to address potential issues before they escalate. To fully realise these benefits, staff must be trained and prepared to work effectively alongside AI in delivering services. Ultimately, the impact of AI on the overall user experience—how students interact with and navigate support systems—remains a critical consideration as these technologies are deployed.

Desired future state	Our first aspirations
AUT offers a seamless, AI-enhanced student support system with 24/7 multilingual assistance, optimising administrative tasks so staff can focus on complex interactions. These proactive, personalised services are accessible to all students, regardless of their circumstances, with AI adapting to individual needs and offering culturally sensitive support. Comprehensive guidelines ensure ethical AI use, emphasising privacy, informed consent, and transparency in student interactions. AI systems are designed to recognise when human intervention is needed, allowing students to choose their preferred level of human or AI interaction, maintaining the essential human connection in university life. AUT is committed to equitable access to AI tools, providing resources and training to ensure all students, regardless of their abilities or technological proficiency, can fully benefit from AI-enhanced services. This approach promotes digital literacy and ensures that AI benefits are distributed fairly across the student community.	AUT has updated its policies and has supporting procedures for how AI can and should be used and disclosed in the delivery of student support services. Comprehensive AI literacy training is available to all students, and students receive free access to all AI resources required for their courses. Secure and consolidated student data is available to be utilised by AI assistants providing personalised support services. An AI assistant is providing multilingual, 24-hour support utilising general knowledge support for prospects, applicants and students. Development and deployment of AI agents for academic learning support including information and academic literacies. Some personalised support use cases have also been implemented.

6.3 University operations

The integration of AI into university operations at AUT involves several critical dimensions. Ethical considerations are central, ensuring responsible AI use in administrative processes and decision-making. AI's potential to enhance operational efficiency is significant, from automating routine tasks to supporting strategic initiatives. Key challenges include developing comprehensive guidelines for AI use, managing the transition from case-by-case adoption to strategic integration, and ensuring equitable access to AI tools across the institution. Staff AI literacy and readiness to work alongside AI systems are crucial factors in realising the benefits of AI in university operations.

Desired future state	Our first aspirations
AUT will have comprehensive, transparent, and ethically sound guidelines for AI use in university operations. These guidelines will ensure privacy, informed consent, and clear communication about AI's role in operations, giving our staff the knowledge to confidently utilise AI. AUT will strategically integrate AI to enhance operational efficiency by accelerating process automation with AI-enabled capabilities, leveraging AI features as they become available in existing tools, and applying an AI innovation lens to all strategic initiatives. While prioritising off-the-shelf solutions for common needs, AUT will pursue bespoke AI development for challenges unique to our institution. This approach will ensure AUT maximises the benefits of AI across its operations, balancing innovation with practical implementation and resource efficiency.	AUT has updated its policies and has supporting procedures for appropriately managing the risk associated with the utilisation of AI in the provision of operational services. AUT has a process in place for routinely reviewing risks associated with commonly available AI tools and publishing this so staff can make informed decisions about what tools are appropriate for them to use. Our staff are knowledgeable and supported to utilise AI tools in the performance of their jobs. We routinely evaluate and ethically integrate AI automation to streamline our processes. We have collated the AI roadmaps for key vendors (e.g. Canvas, Techone, ServiceNow, MS) and routinely adopt these new capabilities into our processes. We have reviewed and integrated the potential of AI to enhance the delivery of strategic projects and routinely do so for all new projects. AI is used to automate many administrative tasks, increasing efficiency and allowing staff to focus on more complex, high-value activities.

6.4 Research and discovery

AI offers transformative potential to revolutionise knowledge discovery and application with purpose at AUT, creating impact through applied and transformational education and research. To fully leverage these opportunities, AUT will:

- Embrace AI as a catalyst for groundbreaking research across all disciplines, encouraging bold experimentation and innovative applications
- Position AUT as a leader in selected areas of AI research through focused, strategic initiatives
- Create an environment where researchers feel empowered and supported to explore AI's full potential
- Build AI literacy and capabilities among researchers to strengthen their ability to integrate advanced AI tools into their work
- Foster collaboration between computer scientists and domain experts to drive innovation at disciplinary intersections

Ethical guidelines, intellectual property considerations, and data security measures will be developed as enablers that support researchers in their creative, innovative, and entrepreneurial endeavours. By weaving AI throughout our research activities, AUT will accelerate discoveries, enhance impact, and position the University at the forefront of knowledge creation.

Desired future state	Our first aspirations
AUT will have robust ethical guidelines and clear policies for AI research, addressing data privacy, security, bias, transparency, and accountability. The University will be recognised as a leader in AI research, particularly in areas aligned with its strategic focus. AUT will cultivate a vibrant ecosystem of interdisciplinary AI-enabled research, fostering collaboration across diverse disciplines. AI literacy will be integrated across all disciplines, with academic staff possessing both foundational AI knowledge and expertise in AI applications within their specific fields. The University will actively support and reward interdisciplinary AI-enabled research through funding, recognition, and dedicated collaborative spaces.	Updated research integrity and security protocols aligned with Te Aronui principles that give confidence for our researchers to explore and utilise AI's full potential in their discipline. Enhanced Research Capability in applied Generative AI. Researchers capable and enabled to use AI to boost productivity. Established Generative AI Innovation fund supporting aligned research. All academic staff have current knowledge of how AI is being used in their discipline and are systematically incorporating that into their research. Establish clear research protocols for AI projects involving Māori data, led by Māori researchers and knowledge holders in alignment with Indigenous data sovereignty principles. These protocols will guide appropriate approaches to data collection, storage, and use in AI research contexts.

AUT will leverage AI to accelerate research across all disciplines, enhancing productivity and innovation while maintaining the highest standards of research integrity. AUT actively fosters research that leverages AI to generate insights that support Māori communities to realise their own aspirations, fostering pathways to holistic wellness and mana motuhake through applied and transformational research. AUT has established comprehensive research protocols for AI projects that address Indigenous data sovereignty principles alongside ethical considerations of Indigenous knowledge systems and languages.	

6.5 Community impact and industry collaboration

The integration of AI into AUT's community impact and industry collaboration efforts encompass several critical dimensions. These include leveraging AI to engage communities and share research impacts, preparing students for an AI-integrated workforce, positioning AUT as a community leader in AI, fostering societal impact through AI-driven solutions, and enhancing partnerships and alumni relations through AI-enabled approaches. This comprehensive scope examines how AI can transform AUT's engagement with external stakeholders, from addressing local community challenges to driving economic growth and technological advancement in Aotearoa New Zealand and beyond.

Desired future state	Our first aspirations
AUT harnesses the power of AI to engage communities and share the impact of our research with them. The University is seen as the organisation that brings industry together around AI to uplift economic and social impacts. All students have a minimum standard of knowledge of AI and the opportunity while at AUT to use AI to solve problems in the real world. AUT is recognised as a hub for AI innovation that bridges academia, industry, and community needs. The University co-develops AI solutions with local iwi, hapū, and industry partners, addressing real-world challenges. AUT's AI initiatives contribute significantly to social good, economic growth, and technological advancement in Aotearoa New Zealand and beyond. AI enables a coordinated approach to partnerships, giving visibility to the whole relationship and the ability to leverage the relationship for the benefits of both parties. We continue to understand and predict student behaviour once students graduate, and we use AI to build ongoing connections with them that lead to re-enrolment in AUT's offerings.	AUT empowers students and staff to address local community issues through AI-driven solutions, fostering meaningful societal impact. AUT is recognised for its collaborative AI initiatives with local iwi and hapū, co-developing transformative AI solutions that address their priority needs. AUT is recognised for its external contributions to public discourse on AI, providing thought leadership on AI developments, ethics, and applications in society. AI is fully integrated into AUT's technology engagement and partnership strategy, strengthening relationships with industry and external stakeholders. AUT's internal AI resources are openly accessible via the public-facing AI website, enhancing transparency and resource availability for all stakeholders. AUT's AI community of practice thrives, supported by a physical extension open to both staff and students, fostering collaboration and innovation. AI-enabled partnerships are a core component of AUT's updated Engagement Enabling Plan, ensuring a coordinated and strategic approach to external collaborations. The AUT for Life platform actively utilises AI to enhance ongoing relationships with alumni, promoting engagement and lifelong learning opportunities.

6.6 Privacy, compliance and security

AUT's analysis of the current and future state of privacy, compliance and security in relation to AI integration encompasses several key aspects, these include: ethical boundaries and guidelines for AI use, transparency and observability in AI decision-making processes, compliance with privacy laws and guidelines, information security measures for AI systems, and cybersecurity considerations. This comprehensive scope allows for a thorough examination of how AUT can ensure responsible and secure AI integration across its operations, from data handling to system implementation and risk management.

Desired future state	Our first aspirations
AUT will have comprehensive, transparent, and ethical guidelines for AI use, ensuring privacy, informed consent, and clear communication. The University will strive for open and understandable AI use, with well-documented decision-making processes and retrievable AI inputs and outputs. AUT users informed on safe use of AI systems and how to maintain appropriate levels of data confidentiality. AUT's cybersecurity posture in relationship to benchmark AI risks is understood and appropriately managed.	Disclosure standards will be available for AI system use across major domains such as Learning & Teaching, Research, and Professional activities, particularly regarding any AI input to decision making. Compliance environmental scans to identify applicable legislation, contractual obligations, voluntary guidelines, codes etc are routinely completed and report to AI Taskforce. Establish a limited life AI Compliance Working Group tasked with identifying and aligning relevant AUT policies, procedures, and practices. Implement user education and training programmes to support adherence. AUT's cybersecurity posture in relationship to benchmark AI risks is understood and appropriately managed.

6.7 Oversight and enabling

The integration of AI into AUT's oversight and enabling functions encompasses several critical dimensions. These include developing a comprehensive AI governance framework, fostering an AI-literate community, seamlessly integrating AI considerations into strategic planning, managing the workforce impact of AI, and establishing robust data infrastructure. This holistic approach aims to position AUT as a leader in responsible AI adoption within higher education, balancing innovation with ethical considerations and organisational readiness.

Desired future state	Our first aspirations
AUT aims to establish a comprehensive, ethically grounded AI governance framework that aligns with Te Aronui principles. A thriving AI community of practice will foster knowledge sharing and innovation across the University. AI considerations will be seamlessly integrated into all strategic planning processes. AUT will consistently rank highly in AI maturity assessments for higher education institutions, with robust risk management and a clear roadmap for ongoing AI integration and development. The University will proactively manage the workforce impact of AI, ensuring staff are prepared for and supported through the transition. AI-enabled services are supported by a comprehensive, secure system that unifies access to all data and information resources across the University, enabling ethical personalisation while ensuring privacy compliance.	People-focused approach to AI disruption in place; staff prepared and supported through AI transition. Comprehensive ethical policies implemented, balancing AI potential with risk minimisation across all university functions. Tiered AI literacy programme established and available for all staff. An oversight structure in place supporting both the on-going development and implementation of our AI Futures strategy and ensuring alignment of AI adoption with AUT's sustainability roadmap. AI considerations fully embedded in all strategic planning processes and major initiatives. Programme in place to systematically improve our in recognised AI maturity assessment for higher education institutions. Active, cross-disciplinary AI communities of practice established, with regular events and collaborative projects. Robust data governance framework operational, supporting AI initiatives while ensuring privacy, security, and ethical use. Student Data Platform, a unified data access layer connecting AUT's systems, data warehouse and support resources, providing secure, ethical access to enable personalised experiences has been developed.

	The data protocols being developed by the Data and Information Governance Group and Kaihautū Tiriti are applied across AI systems and processes once finalised. This will ensure AI initiatives across the university adhere to these tikanga-based protocols when handling Māori data, providing consistent governance for AI training data, algorithmic design, and system applications in alignment with Māori data sovereignty principles. Provide guidelines on the use of controlled datasets to protect cultural knowledge ownership while enabling innovative use of generative AI tools.

7. Moving from aspiration to action

Our AI Future strategy establishes a clear vision: to become a leader in responsible and ethical AI adoption that enhances our core mission while adhering to our principles and approach. Implementation of this vision requires a deliberate approach to implementation that balances immediate opportunities with long-term transformation. An AI Acceleration Centre (AIAC) will be established as a cornerstone initiative, strategically driving AUT's AI integration. This dedicated centre will drive AI integration through key initiatives including developing centralised AI resources and technical capability, establishing an AI Community of Practice, publishing approved AI systems, analysing vendor capabilities, and conducting maturity assessments. The AIAC will also extend beyond the University through various outreach activities—ultimately positioning AUT as a leader in ethical AI use while supporting broader societal transformation.

Crucially, the AIAC will coordinate and enhance existing structures and accountabilities rather than replace or assume ownership over them. For example, the CISO will drive the cybersecurity response to AI, the Director of People and Culture will lead foundational AI training programmes for staff, and various other initiatives will remain within their natural organisational homes. The AIAC will provide expertise, coordination and support while respecting established accountabilities and governance frameworks.

Ongoing and approved initiatives will proceed seamlessly, preserving existing momentum. The AIAC will coordinate with these existing initiatives to maximise their impact and alignment with the University's overarching AI principles and approach.

In implementing this strategy, AUT recognises that our aspirations must be balanced with realistic assessment of our implementation capabilities. The remaining unfunded aspirations identified in this report will be added to AUT's strategic change portfolio, where they will be prioritised and progressed through the University's established project management framework. We will take a phased approach, focusing initially on high-impact opportunities where existing capabilities can be leveraged, while building capacity for more ambitious initiatives. This strategic approach ensures that AI initiatives are evaluated against other university priorities based on their strategic alignment, required investment, potential benefits, and organisational change impact. This balanced methodology will enable AUT to make informed decisions about resource allocation while delivering tangible benefits in the near term and maintaining focus on our vision of becoming a leader in the ethical and effective use of AI in higher education.