



AUT

TE WĀNANGA ARONUI
O TĀMAKI MAKAU RAU

RAUTAKI RANGAHAU

AUT'S RESEARCH PLAN
2023-2028

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OUR AUT RESEARCH CONTEXT

Our name, **Te Wānanga Aronui o Tāmaki Makau Rau** reflects our mission and purpose. Tāmaki Makau Rau acknowledges our long history and connection to Auckland and its people; Wānanga is the opportunity to come together, persevere, have courageous conversations, and carefully yet confidently venture beyond the known horizon; Aronui refers to deepening our knowledge and understanding and references one of the three baskets of knowledge – Te Kete Aronui. The knowledge attained in this basket centres around the human experience of discovery, of technology and innovation and the transformative power of education and research. Therefore, Te Wānanga Aronui o Tāmaki Makau Rau is a space that celebrates the pursuit of knowledge and embraces new realisations that reflect our world, which is meaningful, impactful, and transformative for collective wellbeing and growth.

We are a young university, however, we are an institution with a long history as a provider of educational opportunities which have supported people to achieve their aspirations. This heritage has been proudly based on an applied, real-world learning approach which remains strong within our culture.

Our research has emerged strongly over the past two decades and it contributes greatly to our educational offerings, to scholarly, professional and other important communities. The quality and influence of our research and researchers has been an important part of our journey to become a respected and highly credible university in the Aotearoa and international contexts.

Our research is diverse. In some areas it is internationally recognised and influential, whilst in other areas it is emergent and still developing. This is also true of our researchers. We have world class researchers and research teams undertaking studies which are significant nationally and globally. We also have new researchers who are seeking opportunities to grow and develop. Our research plan seeks to support and nourish all researchers because our belief is that great research is undertaken by great researchers and great research teams.

Our commitment to Te Tiriti o Waitangi is important to us. We believe this commitment should manifest itself in all aspects of our thinking, planning and actions – including research. We see this as a unique and special privilege and opportunity to grow and develop in partnership with our Māori colleagues and communities and we seek to reflect and enact this through this Rautaki Rangahau – Research Plan.

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TE ARONU AND RAUTAKI RANGAHAU

Te Aronui is the Tiriti o Waitangi framework for Te Wānanga Aronui o Tāmaki Makau Rau which seeks to give life to Tiriti honouring actions.

Rautaki Rangahau weaves the aho (strands) of intent from Te Aronui by adopting and translating the Tiers of the Te Aronui Framework to propose Activities, Initiatives, Investments or Actions which follow the Tiriti Enactments outlined in Tier 5 of Te Aronui.

These enactments are: Whakaawe, Whakaea, Whakamana and Whakanui. In this plan, three enactments are presented as Objectives (with associated Activities, Initiatives, and Investments or Actions). However, the enactment of Whakaea from Te Aronui is presented differently.

Whakaea refers to Māori shaping their own aspirations in research and ensuring that Māori are influencing the decision-making and active in the leadership of research. As a consequence, Whakaea is left open in this plan with the intent that aspirations for Māori for their research and in supporting and developing Māori researchers will be developed by Māori.

The development of a Māori Research Network is prioritised in this plan and is an approach that will be supported to develop aspirations and actions to support Māori researchers and research. This will be undertaken in partnership with AUT's Office of Māori Advancement.

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OUR PURPOSE

Rautaki Rangahau adopts a rangahau oranga (research for well-being) approach. We seek to create and support a thriving research community that undertakes high-quality research that creates beneficial impacts for our communities, our city, and our nation.

Our intent is to do this in our AUT context:

- As a Tiriti partner: Enacting Te Tiriti o Waitangi through Te Aronui.
- As a university of technology: Focussed on the extension and application of knowledge for practical beneficial outcomes.
- As a university for Tamaki Makaurau/Auckland: Seeking sustainable development and improved wellbeing for the environment and peoples of our city, and our nation.
- As a young university: Building capabilities and support for all researchers to achieve their potential.

OUR PRINCIPLES

- We enact Te Tiriti o Waitangi through our values of tika, pono, and aroha as outlined in Te Aronui to all of our ways of thinking, planning, and acting.
- Our research will be characterised by its integrity and high ethical standards, from the planning stages through to sharing of the final outcomes.
- We will approach and undertake our research collaboratively, seeking opportunities to build capability in others.
- Our research will be of the highest quality, respecting established scholarly disciplines and fields of practice.
- Our research will inform our educational offerings, including the delivery of teaching and learning.
- All those involved in the process (including researchers, students, partners, and participants) will feel supported, engaged, and enriched by the experience.

OUR OBJECTIVES

We are ambitious for our research and our researchers. Creating and supporting a thriving research community will require a supportive and mana-enhancing research culture and environment. As such, Rautaki Rangahau is built on three objectives derived from Te Aronui and designed to nurture and support all researchers, from those at the beginning of their careers to those who are already flourishing.

Each objective is accompanied by a suite of activities and initiatives that guide our approach to achieving that objective. Specific actions and investments that we will undertake over the next four years are presented in Appendix 1.

OBJECTIVE 1:

WHAKAMANA

ENCOURAGE AND ENABLE

Whakamana enhances the pride and agency of a person or people.

We will support our researchers to lift the quality and depth of our research by addressing knowledge gaps and inequities, generating new insights, amplifying Māori voices, and creating a research culture which contributes to a more inclusive and comprehensive understanding of the world.

Activities/Tactics	Initiative
Support people	Provide resources and support for ongoing professional development for our researchers by creating a Researcher Education and Development Unit: Te Kura Hāpai Rangahau (see highlight box below)
	Evolve our research entities structure to support the building of high performing research teams and key research themes (see highlight box below)
	Recognising and supporting PGR students as important members of our research community and building capabilities for postgraduate research supervision
	Expand support for our Early Career Academics
	Establish a Māori Research Network
	Establish a Pacific Research Network
Improve systems and processes	Simplify and improve the research support environment, including ethics processes, postgraduate research support, research funding management and research consultancy and commercialisation processes
Create opportunities	Support Māori and Pacific students to undertake postgraduate research studies
	Support researchers applying for external research funding opportunities
	Acknowledge and value practice-led research
	Provide access to appropriate research facilities and infrastructure

OBJECTIVE 1: WHAKAMANA/ENCOURAGE AND ENABLE (continued)

Highlight: Honouring and enacting Te Tiriti o Waitangi

We will expand support for Māori researchers and research through investing in specific initiatives. These include:

- Postgraduate research scholarships to provide support for Māori tauira to undertake masters and doctoral level research¹.
- A dedicated doctoral scholarship attached to Eke Tangaroa Kaihoe so they can develop their PGR supervision experience through recruiting and supporting doctoral students².
- Financial support for a Māori Research Network to encourage regular hui, sharing and whakawhanaungatanga³.
- Supporting educational workshops and resources for growing understanding of Te Tiriti o Waitangi and how it applies to the research context (in partnership with Te Kura Hāpai Rangahau – see Highlight Box below)⁴.
- Appointment of a dedicated Māori Research Engagement Manager within Te Kāhui Poipoi Rangahau (University Research Office)^{5,*}.
- Support for an annual Māori Research Symposium as part of AUT Research Week (see Highlight Box below)^{6,*}.

Highlight: Establish Te Kura Hāpai Rangahau (Researcher Education and Development Unit)

Creating and supporting a thriving research community requires an investment in building the capabilities of our researchers. We will do this by establishing a dedicated Researcher Education and Development Unit (**Te Kura Hāpai Rangahau**). Building upon and expanding the work of our Postgraduate Researcher Development team within our Graduate Research School, Te Kura Hāpai Rangahau will develop and provide a comprehensive range of opportunities to support our researchers' (including postgraduate researchers) professional development.

These resources will be provided both online and in-person and will address key priorities in supporting researcher development.

1. Suggested by whanau within Te Ara Poutama

2. Suggested by Eke Tangaroa Kaihoe

3. Suggested by Te Ipukarea whanau

* Indicates this initiative is already underway

4. Suggested by many Tangata Tiriti (and proposed within Te Aronui)

5. Requested by Te Kāhui Poipoi Rangahau

6. Suggested by Te Ipukarea whanau

OBJECTIVE 1: WHAKAMANA/ENCOURAGE AND ENABLE (continued)

Highlight: **Clarifying our research entity structure**

The success of our research is affected by the strengths of our research teams. AUT needs a research structure that is flexible enough to respond quickly to emerging opportunities and supports the formation of teams to pursue topics of common interest, projects with value, and with potential beneficial outcomes. It also needs to advance opportunities to build transdisciplinary research teams to address important contemporary research priorities and secure significant external funding.

To enact Rautaki Rangahau, we are clarifying the University's research entity structure to allow staff at all levels to engage, develop, form teams, and contribute. Commencing at the school level, then faculty, and eventually by establishing university-wide Pou Herenga Waka research teams, our research entity structure will facilitate the development of our key research themes from the "bottom-up".

The structure, from local/school level to the pan-university level, will be as follows:

- 1. Research Groups:** Teams of researchers formed within schools to encourage collaboration and develop momentum in important research areas where there is common interest, opportunity and skills.
- 2. Research Centres:** Focussed on a key research area or opportunity. These may be within a school, or across several schools within a faculty; each Research Centre has a host school.
- 3. Research Institutes:** A more significant, larger entity which produces substantive and important research advances that are likely to be nationally leading and internationally significant. These will be hosted within a faculty.
- 4. Pou Herenga Waka¹ – Research Teams:** Five new cross-faculty multi/transdisciplinary teams of researchers will be selected to address an important contemporary research issue, challenge or opportunity. These will represent our key priority research themes/contributions as a university. Two of these will be our Māori Research Network and our Pacific Research Network. The other three will be selected through a formal application process. All five Pou Herenga Waka will receive central funding for an initial three-year period. Applications for selection to form a Pou Herenga Waka will be considered via the Research Committee of Academic Board chaired by the Deputy Vice Chancellor Research.

The detailed research entities framework (with associated criteria) will be developed before the end of 2023. Applications and selection for the Pou Herenga Waka will be undertaken in early 2024. Existing research entities will be reviewed against the framework before the end of 2024.

1. Pou Herenga Waka refers to the place where different waka (vessels containing people who are united in their voyage) come together to moor themselves to a strong pole or support pillar. This pillar provides a common foundation that supports a united cause. Our city and region, Tamaki Makaurau is also referred to as Tamaki Herenga Waka to reflect that our place is an important location for people to come together. We will combine our research expertise across our university to pursue important research themes with the intent to make a difference on key issues challenging our people and our environment.

OBJECTIVE 2:

WHAKAAWE

EXTEND OUR IMPACTS AND INFLUENCE

Whakaawe is derived from the verb “awe” (strength and influence). Whakaawe is the act of causing influence and change.

We will help our researchers extend the impact and influence of their work through co-creation, engagement with communities (including scholarly communities) commercialisation, and policy development, and contribute to wider goals including Te Tiriti o Waitangi and the UNSDGs. We will centre Māori voices, perspectives, and priorities, ensuring that research outcomes are relevant, meaningful, and beneficial to our communities.

Activities	Initiative
Foster community relationships	Provide guidance and support for staff engaging with tangata whenua/mana whenua
Foster translation and application of research	Support, recognise and reward research impact, including translation of research into policy, advocacy (“critic and conscience of society”), and practice
Increase our influence in Aotearoa/NZ research communities	Expand our involvement in important national research advisory and decision-making bodies
Contribute to the international academic community	Engage with scholarly communities/societies
Support creativity, innovation and entrepreneurship	Promote opportunities for creativity and innovation
Engage local communities in our research	Promote and support the inclusion of local communities in our research

OBJECTIVE 3:

WHAKANUI

CELEBRATE AND PROFILE OUR SUCCESSES

Whakanui is derived from the verb “nui” (great, large, important). Whakanui in this context seeks to eliminate discrimination and racism and celebrates the ethnicity and diversity of all people.

Our researchers and research are doing amazing things with important and influential outcomes. We will celebrate and profile these to build pride, reputation and opportunities. We recognise the importance of Indigenous protocols, cultural safety, diverse ways of knowing, and community engagement in research processes. We will build trust, strengthen relationships, and ensure that research is conducted in a mutually mana-uplifting way.

Activities	Initiative
Extend our profile and build our reputation	Hold and/or participate in special events focused on research (e.g. AUT Research Week; see highlight box below)
	Publish regular updates on AUT’s researchers and research
	Support media profile of research and relevant “critic and conscience of society” opportunities relevant to our expertise
Recognise and celebrate our researchers	Hold awards and events to celebrate our researchers
	Nominate our researchers for relevant awards and prizes

Highlight: Annual AUT Research Week

Showcasing and celebrating our diverse and amazing range of research and researchers will help grow collaboration opportunities, enthusiasm and pride in our research. Each year we will hold a special AUT Research Week and engage our research community in sharing and celebrating our research.

WHAKAEA

REACHING OUR ASPIRATIONS

Whakaea refers to enabling Māori to shape their own aspirations in research and ensuring that Māori are leaders and influential in decision-making. As a consequence, Whakaea is left open in this plan with the intent that aspirations of Māori for their research and in supporting and developing Māori researchers should be led by Māori. This is one of the key intentions for the Māori Research Network.

Enacting Rautaki Rangahau

The Purpose, Principles, Objectives, Activities/Tactics and Initiatives indicated above provide indications of our intent. In Appendix 1 below more specific Investments/Actions are outlined.

Measuring our progress

In order to understand whether we are reaching our aspirations we need to monitor and measure our performance. We will develop key performance indicators based on the objectives outlined in Rautaki Rangahau. Outcomes-based measures will be reported through AUT Metrics, the University's central repository for performance information. Other measures will be monitored through the annual business plans of the relevant divisions, including those of Te Kāhui Poipoi Rangahau, the Graduate Research School, AUT Ventures, the faculties and schools, Brand and Marketing (Communications), Estates, and our research entities. At least one senior leader will be accountable for performance of each measure. All relevant entities (including faculty research committees, RCAB, UPRB, Academic Board, and AUT Ventures) will either receive or be expected to provide regular reports on progress towards the KPIs and actions described in Rautaki Rangahau.

Responding to changes/opportunities

Rautaki Rangahau is designed to be flexible. The purpose and principles underpinning our work and the objectives to which we aspire will not change; the specific activities/tactics, initiatives and actions/investments that we undertake, and the measures by which we monitor our progress may be required to do so.

APPENDIX 1 Specific Actions/Investments

OBJECTIVE 1: Whakamana/Encourage and Enable

Assist research teams to develop strategies and implement actions to attract external research funding

Activities/Tactics	Initiative	Investment/Action
Support people	Evolve our research entities structure to support the building of high performing research teams and key research themes	<ul style="list-style-type: none"> • Develop framework with criteria for research groups, centres, institutes, networks and Pou Herenga Waka • Select and fund for three years from 2024 pan-university research themes – Pou Herenga Waka • Review all research entities against framework/criteria before the end of 2024
	Provide resources and support for ongoing professional development for our researchers and research support staff	<ul style="list-style-type: none"> • Implement a dedicated Researcher Education and Development Unit: Te Kura Hāpai Rangahau to provide a comprehensive range of opportunities to support researchers' professional development* • All academic staff with research expectations should have research objectives as part of their EMAP • Develop an Individual Research Plan (IRP) template to guide conversations with staff on developing research capabilities • Introduce IRP development with all relevant staff who are not research active, with the goal of achieving research activity within three years • Provide appropriate training opportunities for research support staff
	Recognising and supporting postgraduate research students as important members of our research community	<ul style="list-style-type: none"> • Increase doctoral scholarship stipends and index annual increase to CPI* • Invite doctoral students to establish an academic profile on Research Elements after confirmation of candidature stage* • Publish a postgraduate research journal, providing publication and review opportunities with a supportive kaupapa* • Provide funding for PGR Peer Support Groups (e.g. MAI ki Aronui)* • Create educational opportunities through Te Kura Hāpai Rangahau* • Host an annual PGR Symposium and regular PGR Mix&Mingle Events*

* These activities/investments are either already underway or committed to

APPENDIX 1 (objective 1 – continued)

Activities/Tactics	Initiative	Investment/Action
	Build capabilities for postgraduate research supervision	<ul style="list-style-type: none"> Expand Te Kura Hāpai Rangahau opportunities to support PGR supervision practice* Support our Eke Tangaroa Kaihoe by providing a dedicated PGR scholarship Use eMAP process to set expectations for professional development for supervisions
	Expand support for our Early Career Researchers' Network	<ul style="list-style-type: none"> Provide funding to support regular hui, an online presence and dedicated Te Kura Hāpai Rangahau courses/resources
	Establish Māori Research Network	<ul style="list-style-type: none"> Provide funding to support regular hui and opportunities for Māori researchers (including PGR) to wānanga, share and develop support initiatives (e.g. annual Māori Research Symposium)
	Establish Pacific Research Network*	<ul style="list-style-type: none"> Provide funding to support regular talanoa and opportunities for Pacific researchers (including PGR) to share and develop support initiatives (e.g. annual Pacific Research Symposium)
Improve systems and processes	Simplify and improve the research ethics processes	<ul style="list-style-type: none"> Introduce an online research ethics system* Provide additional resources and support through research ethics education and advisory services and Te Kura Hāpai Rangahau courses/resources* Develop and introduce a research ethics induction course for all AUTECH applicants
	Improve our postgraduate research support processes	<ul style="list-style-type: none"> Introduce an online PGR support system* Develop protocols to support kaupapa Māori approaches to PGR supervision, collaborative projects and examinations' processes
	Improve research funding management	<ul style="list-style-type: none"> Introduce a more effective online research funding support system*
	Grow research consultancy and commercialisation opportunities	<ul style="list-style-type: none"> Promote opportunities for research commercialisation and consultancy Create a simpler system for disclosures, consultancy approvals and activities (including policies and procedures that guide these) Ensure consultancy revenue which can be counted as External Research Income is recorded for PBRF purposes*

* These activities/investments are either already underway or committed to

APPENDIX 1 (objective 1 – continued)

Activities/Tactics	Initiative	Investment/Action
Create opportunities	Support Māori and Pacific students to undertake postgraduate research studies	<ul style="list-style-type: none"> • Introduce dedicated postgraduate research scholarships for Māori and Pacific students (masters through to doctorates) • Provide dedicated PGR scholarships for Eke Tangaroa Kaihoe
	Grow external research funding success	<ul style="list-style-type: none"> • Develop external research funding courses and resources via Te Kura Hāpai Rangahau • Implement an external research grant support fund* • Provide specialist support for researchers applying for external research (domestic and international) funding • Support engagement with overseas research organisations to increase participation and success with international funding opportunities (e.g. Horizons Europe) • Ensure AUT's research policies and procedures meet international standards so that our researchers are eligible to apply for international funding opportunities (e.g. WelcomeLeap) • Facilitate access to specialist advise/reviewers/coaches for key national funding entities (e.g. MBIE/HRC/Marsden/CoRE)* • Encourage schools to hold regular writing retreats to dedicate focused time for research productivity
	Facilitate research funding support	<ul style="list-style-type: none"> • Ensure all research-active staff have the opportunity to have a Research Programme Account (RPA) to provide support for research • Ensure transparent allocation of PBRF revenue
	Acknowledge and value practice-led research	<ul style="list-style-type: none"> • Promote the practice-led pathway opportunity within PGR degrees • Train PGR supervisors in practice-led research project supervision • Promote practice-led and practice-based research outcomes • Ensure practice-led and practice-based research is recognised and valued in promotions processes*
	Build opportunities for access to appropriate research facilities and infrastructure	<ul style="list-style-type: none"> • Ensure capital equipment/investment rounds explicitly include research priorities* • Establish partnerships to share important research facilities/equipment

* These activities/investments are either already underway or committed to

OBJECTIVE 2: Whakaawe/Extend our impact and influence

Activities/Tactics	Initiative	Investment/Action
Foster community relationships	Provide guidance and support for staff engaging with tangata whenua/mana whenua	<ul style="list-style-type: none"> Appoint a Māori Engagement Support Manager role within Te Kāhui Poipoi Rangahau (the University Research Office)* Provide support for Vision Matauranga advice via Te Ipukarea*
	Support co-design, co-creation and research that gives back	<ul style="list-style-type: none"> Provide funding support for engagement with community groups, government and industry and recognise these activities as legitimate research expenses
Foster translation and application of research	Support, recognise, and reward the translation of research into policy, advocacy and practice	<ul style="list-style-type: none"> Provide resources and opportunities via Te Kura Hāpai Rangahau Monitor and report on measures of research impact (including policy contributions) and explicitly recognise these activities as evidence of impact in eMAP and promotions processes
	Encourage and enable commercialisation of our discoveries	<ul style="list-style-type: none"> Review commercialisation policy to incentivise staff/student commercialisation of research Lift the profile of AUT Ventures Ltd and their support for commercialisation of research opportunities
Increase our influence in Aotearoa/ NZ research communities	Expand our involvement in important national research advisory and decision-making bodies	<ul style="list-style-type: none"> Nominate staff for appointments to PBRF Panels* Nominate staff for appointments to research funding decision-making entities Nominate staff for appointments to relevant advisory boards, leading scholarly organisations and industry bodies
Contribute to the international academic community	Engage with scholarly communities/societies	<ul style="list-style-type: none"> In alignment with AUT Travel Policy, support conference/symposium/seminar participation Encourage and recognise contributions such as reviewing/refereeing, editing and leadership roles in scholarly societies and organisations
Support creativity, innovation and entrepreneurship	Promote opportunities for creativity and innovation	<ul style="list-style-type: none"> Review IP policy to incentivise staff/student IP creation* Add creativity and innovation to Research & Study leave supported opportunities Te Kura Hāpai Rangahau to develop workshops and other opportunities to promote creativity and innovation in research

* These activities/investments are either already underway or committed to

OBJECTIVE 3: Whakanui/Celebrate and profile our successes

Activities/Tactics	Initiative	Investment/Action
Extend our profile and build our reputation	Hold and/or participate in special events focused on research	<ul style="list-style-type: none"> • Hold an annual AUT Research Week* • Publish Research Matters e-magazine three times per year*
	Publish regular updates on AUT's researchers and research	<ul style="list-style-type: none"> • Ensure research news is included in regular AUT wide VC Updates*
	Support media profiles of research and "critic and conscience of society" opportunities relevant to our research expertise	<ul style="list-style-type: none"> • Work with Brand and Marketing Services and Te Kura Hāpai Rangahau to provide media training (radio and television, and in developing articles for outlets such as The Conversation)*
Recognise and celebrate our researchers	Awards and events to celebrate our researchers	<ul style="list-style-type: none"> • Include annual research awards as part of the AUT Awards* • Nominate our researchers and research teams for relevant national and international awards • Create "Dean's Honours Awards" for high-performing PGR students in each faculty • Hold AUT PGR Scholarships Awards ceremonies* • Create a celebration tradition for doctoral students submitting their thesis for examination and for successful completion

* These activities/investments are either already underway or committed to

ADDITIONAL APPENDICES

(to be completed and will be provided via a link to the relevant document/policy/information)

2. Research entity structure and process for establishing Pou Herenga Waka Research Teams and reviewing existing research entities
3. Business plans and financial investments
4. PBRF plan and investment of PBRF revenue
5. Research Programme Accounts (RPAs) Policy and Procedures
6. External Research Income (ERI) Policy and Procedures
7. Research consultancy Policy and Procedures
8. Intellectual property Policy and Procedures
9. Postgraduate research scholarships
10. Measuring, reporting and accountabilities
11. Connections with other plans:
[TE ARONUI – AUT Te Tiriti Framework](#)