

AUT DIRECTIONS TO 2025

AUT

THE UNIVERSITY FOR
THE CHANGING WORLD

OUR MISSION

Great graduates

OUR VISION

To be a university known for the desirability of our contemporary education, built on our commitments to:

- Creating exceptional learning experiences
- Discovery and application of knowledge for wellbeing and prosperity
- Responding to our place in the world
- Building our position as New Zealand's University of Technology
- Being a place where people love to work and learn

OUR VALUES

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

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

OUR CULTURE

We are open-minded, curious and questioning. We think critically, listen carefully and speak courageously. We are welcoming, collegial and collaborative, treating people with respect and consideration, and committed to their wellbeing and safety. We are achievement-oriented and dedicated to the success of our students and partners.

OUR DIRECTIONS

THEME 1

CREATING EXCEPTIONAL LEARNING EXPERIENCES

DIRECTIONS

- **Delivering compelling programmes**
Our programmes will be high quality, relevant and supported with effective learning and teaching services, offering students a rich educational experience on campus and in industry, community and field settings here and overseas.
- **Going beyond educated and employable**
We will challenge students to become inquiring and agile thinkers and communicators with a broad understanding of their world, looking at issues in ways that transcend disciplines. They will gain core and transferable skills with which to navigate the shifting opportunities of work and enterprise and contribute in all aspects of their lives.
- **Designing student-directed learning**
Students will be able to explore and build programmes from both broad curricular and co-curricular options designed to enhance their sense of purpose and confidence, and their employability and enterprise skills. Students' options will include modes of delivery and engagement.
- **Supporting great teaching**
Our teaching will be creative, interactive and responsive, characterised by its contemporary approaches, technologies and resources. Our teachers will be active in developing their teaching expertise, and be at the forefront of their disciplines as researchers, scholars and advanced professional practitioners.

THEME 2

DISCOVERY AND APPLICATION OF KNOWLEDGE FOR WELLBEING AND PROSPERITY

DIRECTIONS

- **Integrating teaching with research**
We will support our staff in their work of advancing knowledge and in growing the quality and value of this work, including its benefit to their teaching and students.
- **Contributing excellent research**
We will pursue excellence in innovative and relevant research from fundamental enquiry to applied research and creative practice.
- **Applying our research**
Our research will increasingly be project- and mission-led in interdisciplinary teams. We will share our discoveries and developments in ways that allow them to be widely used, and will be active in research supporting industry, business and governments.
- **Advancing by collaborating**
Our collaborations with external partners will enhance our research capability and capacity.
- **Enhancing student research**
Our research students will be active members of our academic community, contributing to our research programmes and teams. Opportunities for undergraduate students to be involved in research will be a feature of our educational experience.

THEME 3

RESPONDING TO OUR PLACE IN THE WORLD

DIRECTIONS

- **Respecting Te Tiriti o Waitangi**
We will partner with Māori to advance Mātauranga Māori and te reo and achieve the benefits a university can provide with and for Māori.
- **Working for our city and country**
We will prioritise the needs of the people of Tāmaki Makaurau Auckland, and Aotearoa New Zealand, contributing to social, economic and environmental development. We will be active in our city, responding to its Māori heritage and identity, Pacific communities, and ethnic diversity, and playing our part in its development as a world centre.
- **Sharing our knowledge at home**
Our staff members will contribute to public discussion on matters of general concern and interest in Aotearoa New Zealand and our region of the Pacific.
- **Improving our work through internationalisation**
Our international work will meet high standards, be mutually beneficial, and designed to increase our student and staff opportunities, teaching and research capability, and financial sustainability.
- **Being a responsible global citizen**
We will recognise and respond to our global responsibilities and opportunities guided by our commitment to the United Nations Sustainable Development Goals, and act on the understanding that all our graduates will be global as well as national citizens.

THEME 4

BUILDING OUR POSITION AS NEW ZEALAND'S UNIVERSITY OF TECHNOLOGY

DIRECTIONS

- **Increasing our strength in application and innovation**
Throughout our curriculum of social sciences, humanities, life and physical sciences, engineering and information technology, and creative arts, we will pursue an emphasis on professional preparation, refining practice, the application of knowledge, and innovation.
- **Leading our sector in external impact**
We will aim to be the leading New Zealand university in the extent and impact of our interactions with industry, professions, and the employment and enterprise sectors.
- **Demonstrating technological excellence**
All aspects of our university and its interactions will be distinguished and enhanced by the utility and ease of our technology, digital, and design systems and solutions.
- **Applying shared technological themes**
We will increasingly work across disciplines and develop key themes to be expressed in all of our work, such as design, digital and information science, well-being, enterprise, human interaction, and sustainable development.

THEME 5

BEING A PLACE WHERE PEOPLE LOVE TO WORK AND LEARN

DIRECTIONS

- **Designing work that is purposeful and rewarding**
We work together for a vibrant university community in which creativity is nurtured and achievement celebrated, and where everyone's experience of work is purposeful, enjoyable, fair and rewarding.
- **Being an inclusive community**
We welcome people of all ethnicities, genders, sexual orientations, religious and political beliefs, socioeconomic situations, and accessibility needs, by improving equity and creating a sense of shared community and belonging where everyone is valued.
- **Achieving our goals through effective administration**
Our systems, procedures and accountability mechanisms will be designed to help us all achieve our shared goals effectively, with a high trust, light touch approach that challenges us to improve and supports the creativity and collegiality crucial for our work.
- **Making great spaces and places**
We will provide students and staff with attractive, functional campuses and facilities and inspiring work and learning spaces.
- **Sustaining our future**
We will learn from our students, prospective students and graduates the qualities of a desirable university education and consistently move towards developing them.

We will improve our university rankings, ratings and accreditations, and build our profile and standing for the benefit of our students, graduates and communities.

We will grow our enrolment to a sustainable level for a strong comprehensive, contemporary university in New Zealand.

We will secure our financial position with diversified revenue streams and effective spending.

SIGNS OF OUR PROGRESS TOWARDS 2025

These indicators recognise that our overall success will come from the integration of many factors, and achievement against any of these metrics will have taken us forward in our planned direction.

1. ENROLMENT

- a. 25,000 total EFTS (4,000 at South Campus, and 5,000 at North Campus) including at least 25% postgraduate EFTS and 20% international EFTS
- b. An increasing number of students accepting offers to study at AUT

2. STUDENT SUCCESS

- a. More than 80% of bachelor's programme students progressing to a second year of study at AUT
- b. Meeting the university sector's median for average success rates for degree and postgraduate papers, including all groups

3. STUDENT EXPERIENCE

- a. 100% of our students having an international experience as part of their studies
- b. Increasing student-directed learning, including co-curricular and interdisciplinary options, more open programme structures and choices of learning mode
- c. More than 90% of graduates from bachelor's programmes having completed work-integrated learning papers
- d. More than 90% of students responding that: 1) they would recommend their programme of study; 2) their programme of study has improved their employability or chance for progression; and 3) their programme of study has improved their communication and critical thinking skills

4. TEACHING

- a. 100% of salaried academic staff participating in the teaching of papers
- b. 100% of teaching staff (including sessional) having completed a teacher development or refresher activity in the last three years – as a minimum, an introductory course in academic practice and teaching at AUT

5. RESEARCH

- a. 5 QS Stars for research and 4 Stars for innovation while holding 5 Stars for teaching, inclusion, employability and internationalisation
- b. 100% of salaried academic staff having made demonstrable achievements in research, scholarship or advanced professional practice each year
- c. 1,500 doctoral students and a four year doctoral completion rate of 80%
- d. External research income increasing by 20% per annum and income from industry and commercialisation by 20% per annum

6. EXTERNAL ENGAGEMENT

- a. An annual increase in active partnerships with Māori and with other external parties
- b. An increasing contribution to the United Nations Sustainable Development Goals
- c. An increasing number of academic staff engaged in public discussion on matters of general concern and interest

7. STAFF ENGAGEMENT

- a. Increasing levels of staff engagement to 85% in staff engagement surveys

8. EQUITY & DIVERSITY

- a. The proportion of EFTS in second year undergraduate and above (including postgraduate) matching the proportion of the age-adjusted regional population for 1) Māori and 2) Pacific peoples
- b. 50% of senior staff being female
- c. 10% of senior staff and academic staff being Māori
- d. Increasing the ethnic diversity of academic and senior staff, particularly Pacific peoples
- e. Attaining Be. Accessible Platinum status

9. FACILITIES & SERVICES

- a. Increasing satisfaction of staff and students with our facilities, systems, services and campus life

10. UNIVERSITY STANDING

- a. A top 300 QS ranking with more than 20 ranked subjects, a place in the top 40 universities under 50 years old and in the top 75 Asia Pacific universities

11. MANAGEMENT & CULTURE

- a. 100% of university leaders and managers having completed a Managing at AUT refresher programme in the last three years
- b. Completed work to review, reduce and refine our administrative policies, requirements and practices