

Working group

Role	Name	Title	Faculty/service division
Lead			
	Professor Jenny Dixon	Deputy Vice-Chancellor (Engagement)	Office of the Vice-Chancellor
Members			
	Professor Cathy Stinear	Deputy-Head of Department (School of Medicine)	Medical & Health Sciences
	Professor Robert Greenberg	Dean	Arts
	Professor Jennifer Curtin	Director (Public Policy Institute)	Arts
	Professor Sebastian Link	Associate Dean (International)	Science
	Dist. Professor Peter Hunter	Director	Auckland Bioengineering Institute
	Dr Deborah Shepherd	Senior Lecturer (Management & International Business)	Business & Economics
	Jeremy Hema	Kaiarahi	Law
	Megan Putterill	Strategic Development Manager	Medical & Health Sciences
	Michael Steedman	Kaiarataki	Pro Vice-Chancellor (Māori)
	Rennie Atfield-Douglas	Head of Tai Tonga South Auckland Campus	Office of the Vice-Chancellor
	Sili-Mireta Pita	Pacific Strategy Coordinator	Pro Vice-Chancellor (Pacific)
	Will Charles	Executive Director (Commercialisation)	UniServices
	Brett Berquist	Director (International Office)	Strategic Engagement
	Mark Bentley	Director (Alumni Relations & Development)	Strategic Engagement
	Dianne Head	Director	Communications & Marketing
	Todd Somerville	Associate Director (Communications)	Communications & Marketing
	Amy Malcolm	Strategic Relationship Manager	Strategic Engagement
	Leigh Pearson	Government Relations Advisor	Strategic Engagement

Number of submissions: 165 (a breakdown of submissions is available at the end of this document)

Method

- Staff and students were able to make submissions from 22 July to 18 September 2020
- All submissions received were reviewed by the workstream team Prof Jenny Dixon, Amy Malcolm and Leigh Pearson
- All submissions were analysed for the Engagement workstream, and were synthesised into key themes (see below) following review by Helen Borne and Deb McAllister
- Emerging themes were shared with members of the working group. Working group discussion informed further development of emerging themes.
- The workstream team met daily to consider submissions and emerging themes.
- The workstream team drafted and confirmed themes for submission to UniExec (UEC) to inform strategic plan development with further assessment from Pro-VC Māori and Pacific

Introduction

The following is a thematic synthesis of submissions to the Engagement workstream derived via the above process. It is structured as follows:

- **Theme:** A characterisation of main themes raised in submissions
- **Quotable quotes:** To give depth and nuance, where possible, themes are complemented by direct quotes from submissions
- **Implications:** Issues, challenges, opportunities that will need to be considered during detailed drafting of the strategic plan or subsequently during implementation

In reading this document it is important to note that all submissions have been retained in their entirety for further reference. They will be used to inform final drafting of the strategic plan and to guide detailed implementation planning.

We acknowledge the Kaiārahi Network's Māori strategic plan for Waipapa Taumata Rau. Its principles will be the foundation on which our University Engagement flourishes.

Theme Championing Engagement	Quotable quotes	Implications
<p><i>Engagement and partnering is intrinsic to what we do, it is critical to the success of the University; we value it, we champion it, we invest in it.</i></p> <p>Submitters showed a deep interest and commitment to the University's external engagement. They value it and see it as a fundamental aspect of our teaching, learning and research.</p> <p>Our people see their work deeply connected through local and international partnerships with each benefitting the other to ensure our teaching, learning and research impacts locally, nationally and regionally in the Pacific while being globally excellent.</p>	<p>"We engage out of a sense of service, duty and purpose rather than according to our needs. We engage to carry out the role of critic and conscience of society and to provide expertise in our fields for the benefit of our communities. We engage to ensure our work informs policy and actively take a role in the life of our communities and broader nation."</p> <p>"The University's Strategic Plan must signal a clear commitment to sustained international engagement in the area of research and innovation as collaboration with global partners is essential as we address complex issues and problems that not only cut across national borders but require a broad range of ideas, approaches and world views to resolve."</p> <p>"By being more international and more connected we have a greater opportunity to do more for this country. [...] We believe that Aotearoa New Zealand can only survive and prosper by being a strong global citizen and the University of Auckland a globally respected international university."</p>	<ul style="list-style-type: none"> • A commitment to embed, support and resource engagement and partnering University wide • Recognition that to be successful engagement and partners will need to be prioritised and that prioritisation criterion must weigh up diverse internal interests • We must strengthen our local engagement and research deliverables to ensure local impact • We must strengthen our international engagement and partnering in the interests of our local communities • We must determine how we use the UN Sustainable Development Goals (SDGs) to frame our engagement

Theme Engagement approaches	Quotable quotes	Implications
<p><i>Our engagement is guided by a commitment to Te Ao Māori principles, equity, and service to our communities; we are a listening-first institution.</i></p> <p>Our submitters were clear in calling for a step change in how the university engages and partners. They made the following points:</p> <ul style="list-style-type: none"> • Our engagement must be founded in the spirit of Te Ao Māori and be anchored in Tāmaki Makaurau. 	<p>"We see our place in Tāmaki Makaurau, Aotearoa as incredibly important and a great asset. We need to embrace what is distinctive about being based here, and build a university that embodies ways of being and knowing that reflect and enhance those values and kaupapa, and that develops genuine, deep relationships with the diverse communities that live here."</p> <p>"Our engagement will reflect our values and kaupapa. We are committed to social justice and equity and this commitment will direct our engagement."</p>	<ul style="list-style-type: none"> • A step-change in our engagement approach requires significant resourcing. • We need to address our uncomfortable history and seriously entrenched system issues, including institutional racism, to be able to genuinely engage with Māori. Our engagement must start in Tāmaki Makaurau. • Successful engagement with equity groups, from prospective students to alumni and with community, business and industry,

<ul style="list-style-type: none"> • Equity is a core value; we engage with diverse communities and equity groups. We are inclusive. • Our communities guide and inform what we do; we listen first, then we engage with a strong sense of duty and service. • We are open to multiple world views; a range of motives determine our global partnerships 	<p>“We work explicitly and collaboratively with underserved sectors of our communities and colleagues throughout the world.”</p> <p>We need to ensure the people we engage with know that they are valued for who they are, their knowledge and their ways of being.” S298</p> <p>“In order to mitigate global and geopolitical events and to retain the status of a ‘global’ university it is essential to avoid over-reliance on certain markets and vital that we continue to diversify our international partnerships.”</p>	<p>requires bespoke approaches</p> <ul style="list-style-type: none"> • To engage authentically requires specialist skills, time and resource. Our approach will be underpinned by Te Ao Māori and we will look to creative thinking and innovation and entrepreneurship to support our thinking. Engagement activity needs to be enabled. • Our global engagement and partnerships exist and are forged in a time of increasing international tensions; this requires deliberate and careful navigation.
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Theme Our community, our partners	Quotable quotes	Implications
<p><i>We are a civic institution embedded in our communities. We establish deep and enduring partners, sharing common objectives.</i></p> <p>Our submitters detailed a rich fabric of engagement and partnerships reaching from the local to the international. They saw an inter-relationship between our local, national and global connections; they inform and benefit each other and increase our impact:</p> <p><i>Local communities</i></p> <ul style="list-style-type: none"> • We are committed to working more intensively with our local, national and Pacific communities. We will strengthen our relationships with anchor institutions, including Auckland Council to ensure our alignment of effort. <p><i>A life long learning partnership</i></p> <ul style="list-style-type: none"> • We are interested in life-long relationships from the time we first engage with students and their whanau, throughout 	<p>“By saying we want to be of service to Aotearoa New Zealand doesn’t mean we turn our back on the world. In fact, by being more international and more connected we have a greater opportunity to do more for this country.”</p> <p>“Bring the local community onto campus to share a valuable Auckland asset, make full use of it and share the best the University and what its people have to offer - to break down the elitist us and them perceptions. Step off campus and into the community, breaking the invisible but sometimes impenetrable barrier that sits between gown and town”</p> <p>“Create partnerships around the Pacific, with other societies who hold mutual perspectives on people, environment, and progress, to make positive change.”</p>	<p>The implications of the extensive community engagement and partnering sought include:</p> <ul style="list-style-type: none"> • A need for more resource; this includes resource to deepen engagement with Tāmaki Makaurau anchor institutions and Pacific communities, to engage with increasing numbers of alumni and to broaden our donor base. • An assessment of our marketing/branding to reflect our 2030 vision, mission, values and strategy. • Exploring digital opportunities to expand engagement to diverse communities. • An International Education reset. • Strengthening government engagement through the Public Policy Institute. • Clarification of responsibility for industry engagement.

<p>their lives as alumni; we value the richness of this shared experience.</p> <p><i>International students</i></p> <ul style="list-style-type: none"> • We seek to reset our approach to international students recognising their substantial social and cultural contribution to our University and wider community. <p><i>Alumni</i></p> <ul style="list-style-type: none"> • We will engage with our alumni and their whanau through a lens of life-long learning, offering expanded inter-generational opportunities to engage in knowledge experiences, career development and meaningful connections such as volunteerism. The story our alumni ambassadors tell is shaped by their experiences with us. <p><i>Donors</i></p> <ul style="list-style-type: none"> • We seek to broaden the base of donors and to ensure their engagement with us is rewarding through sharing the impact of their gifts. <p><i>Government</i></p> <ul style="list-style-type: none"> • We are committed to nation building and we pursue this goal by working with local and central government to influence policy and deliver shared outcomes. <p><i>Industry</i></p> <ul style="list-style-type: none"> • We engage to maximise impact; we seek porous boundaries between the University, industry, organisations and agencies to 	<p>“Recognise the value that international students bring to us, including different ways of thinking and doing and therefore increasing our awareness and resilience.”</p> <p>“Our alumni – Ngā raukurau – as volunteers are a critical source of knowledge, social capital, advocacy, goodwill, and international impact, and the degree to which the University connects, supports, and values them and their contributions will determine our future success.”</p> <p>“Philanthropy should be collaborative - it’s about asking the donor what they want to do or achieve. As research funding becomes increasingly restricted, philanthropy will be essential for blue-sky projects.”</p> <p>“Genuine partnerships with industry should be a hallmark for us in the year 2030. These relationships would permeate through our teaching and research, as well as alumni engagement and philanthropy.”</p>	
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<p>enhance skill and capability pipelines and deepen research connectedness.</p> <p><i>International sector partners</i></p> <ul style="list-style-type: none"> • We engage with selected international networks to pursue opportunities to expand and enhance teaching, learning and research. 		
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Breakdown of submissions

Total number of submissions to Engagement: 165

Submissions made on behalf of faculties/LSRIs: 17

- Business School (5 submissions)
- Engineering (2 submissions)
- Science (2 submissions)
- Arts (2 submissions)
- Education and Social Work (2 submissions)
- Creative Arts and Industries (CAI) (1 submission)
- Auckland Law School (1 submission)
- Liggins Institute 1 submission)
- Medical & Health Sciences (1 submission)

Submissions made on behalf of a school: 12

- Pacific Studies
- Professional and academic staff of Fine Arts
- School of Architecture and Planning
- School of Computer Science
- School of Cultures, Languages & Linguistics
- School of Environment
- School of Graduate Studies
- School of Psychology
- School of Social Sciences
- Senior leadership team of the School of Learning, Development and Professional Practice (Faculty EDSW).
- Te Pokapū Aronui Tāngata: School of Humanities
- Wānanga o Waipapa

Submissions made on behalf of a department: 6

- Accounting and Finance
- Dance Studies
- Engineering Science
- Exercise Sciences
- Mathematics
- Physics

Submissions made on behalf of an institute: 4

- Europe Institute
- Institute of Marine Science
- National Institute for Health Innovation
- Public Policy Institute

Submissions made on behalf of a service division or function: 6

- Alumni Relations and Development
- Auckland University Press
- Digital Services
- Property Services
- Te Tumu Herenga | Libraries and Learning Services (LLS)
- University-wide Marketing

Submissions made by or on behalf of students: 6

- Auckland University Students Association (AUSA)
- Individual student [name removed]
- Ngā Tauira Māori (Māori Student Association)
- Pacific students (submitted by Rennie-Atfield Douglas)
- Queer Student Council
- Rainbow Law

Submissions made on behalf of groups: 35

- Academic Heads Advisory Group (AHAG)
- Associate Dean (Postgraduate Research) Community of Practice
- Brain Research New Zealand
- Centre for Brain Research
- Centre for eResearch
- Centre for Innovation and Entrepreneurship
- Centre for Innovation and Entrepreneurship
- Communications and Marketing Community of Practice
- Diagnostic English Language Needs Assessment (DELNA) team
- Digital Services Leadership Team
- Equity Community of Interest

- Equity Office (1 submission)
- Faculty of Science Equity Committee
- Faculty of Science Pacific Reference Group
- Faculty/LSRI of Arts Student Engagement team
- Financial Business Services staff (Finance)
- Global Studies team
- Information Technology Faculty Forum (Faculty of Science)
- Koi Tū Centre for Informed Futures, Faculty of Arts
- Manaaki Mānawa Centre for Heart Research
- Māori Studies – Wānanga o Waipapa
- Newmarket Interest Group
- Organisational Development (OD) team
- Pacific Community of Interest
- Pacific University community
- Pasifika working group at the Business School
- Pasifika@LLS: Pacific staff at Te Tumu Herenga (LLS) drawn from different teams
- Research Impact Community of Interest
- Risk Office
- SBS Pūtaiao (School of Biological Sciences)
- Staff with a history of working on environmental sustainability projects
- Student Services Community of Practice
- Te Tumu Herenga/ LLS, Waipapataumatarau model, PVC Māori and PVC Pacific offices.
- University of Auckland Pacific Early Career Researcher Network
- University's Sustainability team

Submissions made on behalf of other entities: 3

- Tertiary Education Union (TEU) (3 submissions)

Submissions made by two or more staff members: 11

[Names removed]

Submissions made by a sole staff member: 65

- [names removed] (51 submissions)
- [name removed] (2 submissions)
- Anonymous (4 submissions)
- Individual staff members [names removed] through comments made at a VC all-staff forum, which were treated as submissions (8 submissions)

In addition to the formal submissions, staff attended fonos, forums and other meetings where the strategic plan was discussed and summaries of these conversations have been considered in preparing this document.