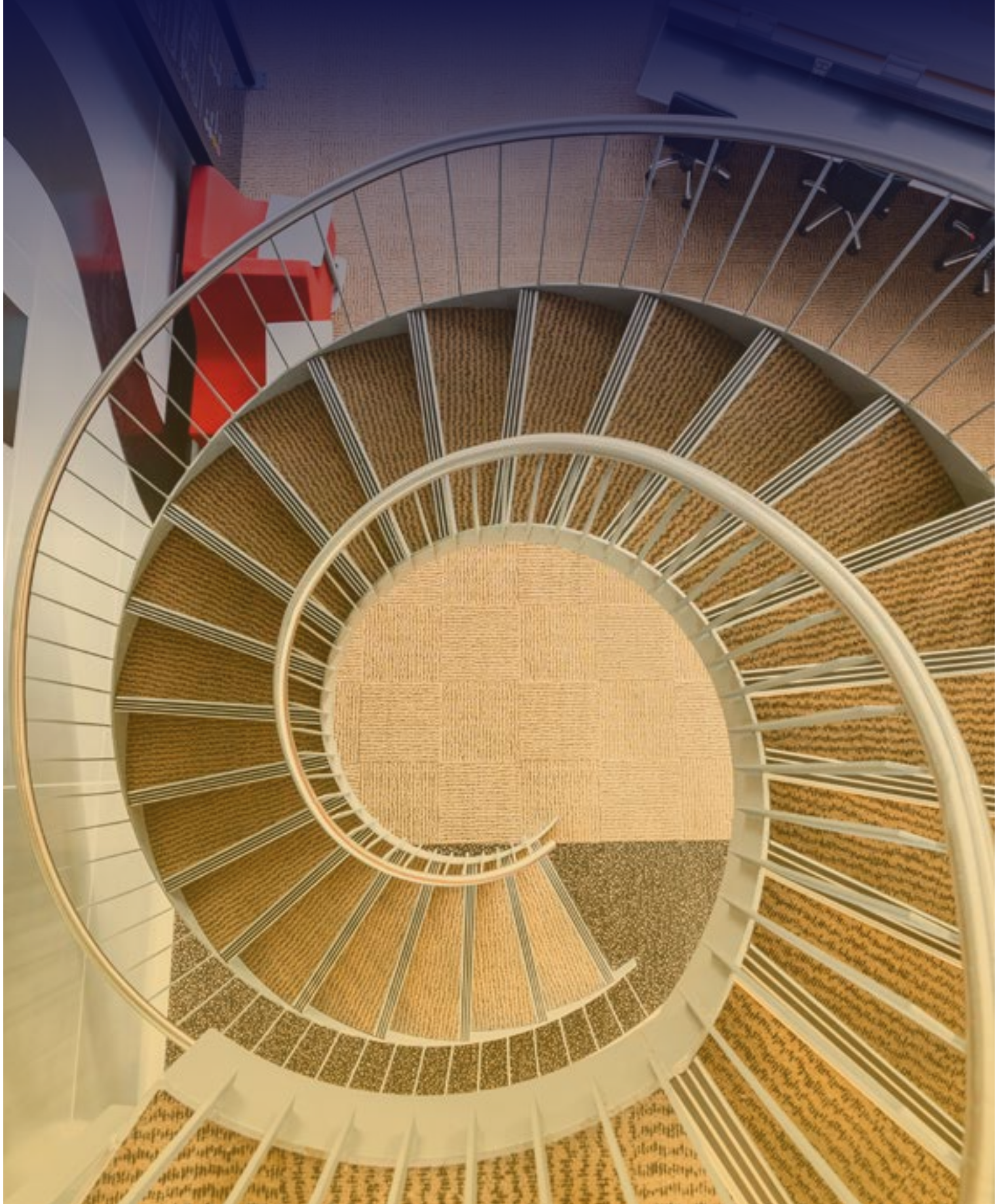


VISION 2040



University
of Otago
ŌTĀKOU WHAKAIHU WAKA



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¹ Stamping ground
² Cloak

Introduction

The University of Otago is a renowned place of learning and discovery. Over more than 150 years we have built an outstanding reputation as a supportive community that fosters the wellbeing and development of staff and students, and which is a bold, innovative, trusted and forward-thinking contributor to the wider world.

Vision 2040 will guide our confident path into the future. Developed against a backdrop of considerable uncertainty, rapid social change, a global pandemic, geopolitical instability and the climate emergency, it articulates a vision, critical cultural commitments, guiding principles and strategic imperatives.

Vision 2040 will underpin our way forward as a strongly connected and socially accountable institution that produces research and teaching of the highest quality, and consistently engages with the issues that face our society and humanity.

Our University was founded with a distinctively Scottish commitment to free-thinking intellectual inquiry and a belief in the intrinsic value of education as a means of personal and societal advancement. While continuing to embrace these aspects of our founding ethos, Otago is now journeying far from its colonial origins, recognising the critical importance of mātauraka Māori, place and culture in forming our distinctive angle of vision on the world.

The University has been a kāinga waewae¹ for generations of students and staff; it has shaped the thoughts, careers and lives of those who have been part of its community, and in turn those students and staff have enriched and reshaped our institution.

A commitment to excellence in teaching, learning and research has been integral to the University from its foundation and remains vital. Equally, we now embrace the centrality of partnerships under the korowai² of Te Tiriti o Waitangi, confident that doing so will enrich the many intellectual traditions that now flourish within the University, and so enhance our capability to meet the future needs of Aotearoa.

At the same time, our collective commitment to cultivating, connecting and sharing knowledge extends beyond our own nation.

We seek to become more clearly and substantively a university for, and in, the Pacific region, and to extend our global reach and impact.

¹ Stamping ground

² Cloak



Our vision and mission

Vision / Ko te Aronga

Our people and knowledge transforming lives, connecting communities, and nurturing the environment in Otago, Te Waipounamu, Aotearoa, the Pacific, and the world.



Mission / Ko te Uaratanga

The University of Otago exists to create, advance, share, promote, preserve and apply knowledge. Committed to partnership with mana whenua and upholding Te Tiriti o Waitangi, we undertake outstanding research and research-informed teaching, enable transformative learning and student experiences, and engage in meaningful service to society with a dedication to excellence, innovation and positive impact.



Te Tiriti o Waitangi

The University of Otago's aspires to be a Te Tiriti-led university. Delivering on this aspiration is a strategic priority of the highest order.

It is significant in this context that we have chosen to set 2040 as the timeframe for this vision document, as 2040 will also mark the bicentenary of the signing of Te Tiriti o Waitangi, the foundation document of our nation.

As we advance as a University in living up to the expectations of Te Tiriti, and the kind of relationship it originally envisaged, we will demonstrate our commitment to Te Tiriti through:

- Proactively partnering with Kāi Tahu as mana whenua within their takiwā of Ōtākou in Te Waipounamu and, through this, as the University's principal Tiriti partner

- Proactively partnering with mana whenua in other locations where the University has a physical presence, and other iwi and iwi groups as appropriate
- Advancing Māori development aspirations through effective leadership, and our teaching, learning, research, student experiences, campus environments and capability
- Integrating te ao Māori, tikanga Māori, te reo Māori and mātauraka Māori into our teaching, learning, research and support services.

The key ways in which we will seek to advance in relation to Te Tiriti are further outlined within each of the Vision 2040 strategic imperatives.

[this section to be updated in final version]



Our defining characteristics and strategic aspirations

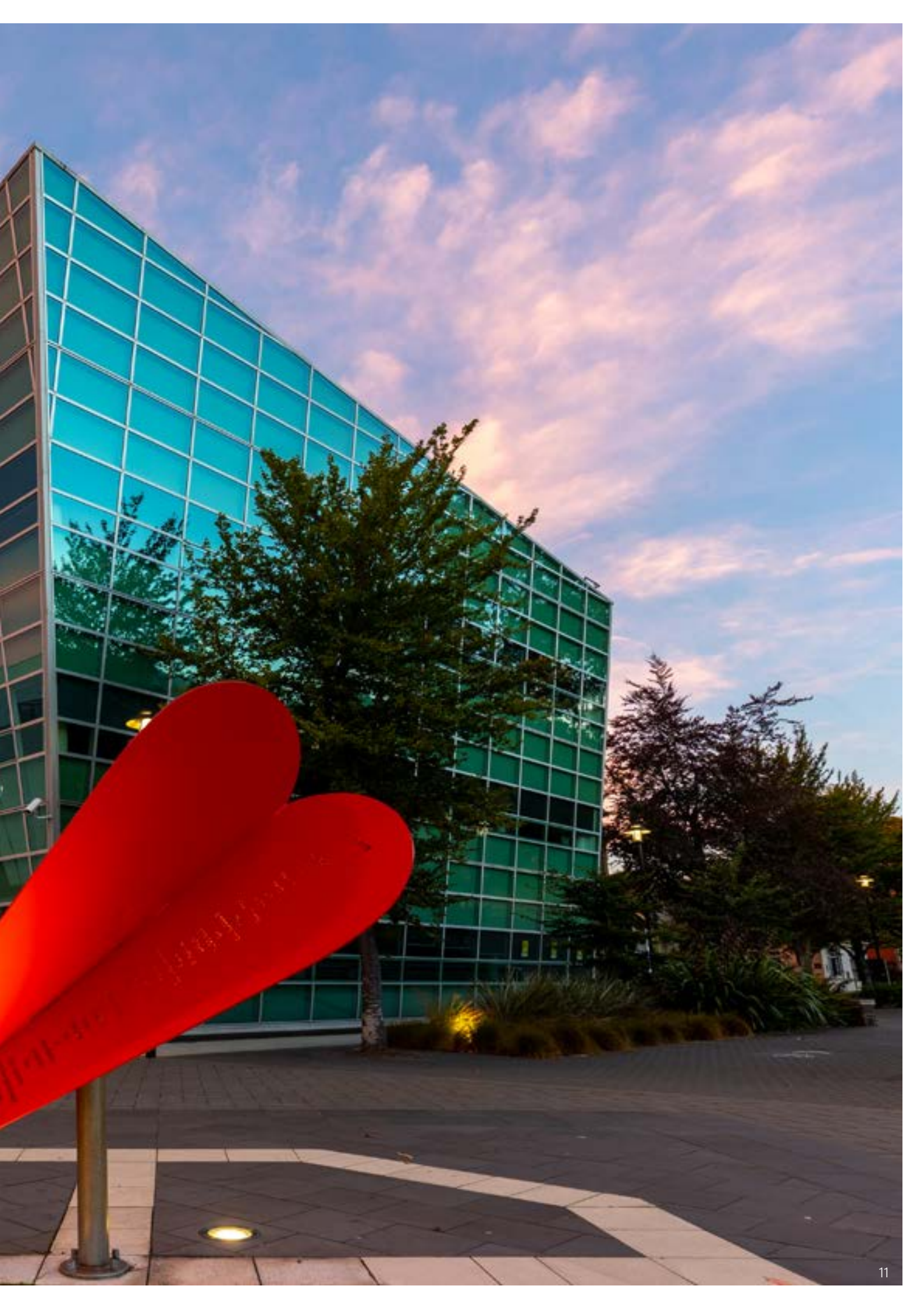
Defining characteristics [to update in final version]

- Our place, our reputation and our relationships define us
- We value our heritage, while moving beyond it
- A global reputation for excellence and relevance in teaching, learning and research
- The only true residential university in Aotearoa, providing an unparalleled undergraduate residential experience
- A true national presence, with significant and highly productive campuses outside Dunedin
- A dedicated alumni network
- Graduates who are highly sought after
- A reputation for trusted partnerships

Strategic Aspirations [to update in final version]

By 2040, we will be known as a university:

- Where every graduate has been empowered through their studies to understand and support Te Tiriti partnership
- That is a preferred university for Māori and Pasifika students and academics, with reach across the Pacific
- For which thought leaders and politicians champion its future-thinking as critical to New Zealand society
- That is viewed as the global leader in indigenous partnership
- Where research and innovation contribute positively to wellbeing and prosperity
- That is the “go to” trusted resource by government agencies to help shape policy
- With diversity expressed across all levels, including at the most senior leadership



Our guiding principles

Our values are embedded in guiding principles, which underpin and inspire activities and plans across the University, and provide a basis for decision-making as we work to fulfil our mission and vision.

Academic freedom

We demonstrate our commitment to institutional autonomy and the academic freedom of our staff and students by:

- Valuing intellectual independence and artistic creativity
- Embracing the right and responsibility to question and test conventional wisdom in a manner that is thoughtful, prudent, and respectful, and modelling this approach for our students
- Acting as a critic and conscience of society.

Leadership

We demonstrate leadership through:

- Excellence in teaching, learning and research
- Integrity, by way of honesty and accountability
- Respect, by way of equity, fairness, understanding and kindness
- Harnessing curiosity and engagement to create, advance, share and apply knowledge.

Social accountability

We demonstrate social accountability by:

- Contributing significantly to local, regional, national and global advancement
- Engaging and partnering with communities in Te Waipounamu and Aotearoa New Zealand, the Pacific and beyond to undertake research, teaching and service that supports their needs
- Supporting and promoting equity, inclusivity, diversity and reciprocity
- Behaving ethically and with compassion.

Community and Partnership

We foster community and partnership by:

- Supporting a university community that is safe, collegial and collaborative for both students and staff
- Undertaking teaching, learning and research informed by mutually beneficial relationships with mana whenua
- Building and maintaining rewarding relationships between the University and its alumni, friends and supporters
- Partnering with the city of Dunedin and other cities and local authorities, industry, government agencies, and other universities and organisations in Aotearoa, across the Pacific and beyond.

Stewardship

The University is entrusted with:

- Fostering student and staff wellbeing through the provision of safe, healthy and supportive working, learning and living environments and opportunities for development
- Protecting the heritage of the University and the physical environments in which we operate, and acknowledging the land on which it is located and Māori historical narrative and whakapapa
- Maintaining and enhancing our intellectual capital and physical, digital, and financial resources.

Sustainability

We embrace sustainability in its broadest sense as demonstrated by our commitment to the United Nations Sustainable Development Goals, aiming to meet the needs of the present without compromising the ability of future generations to meet their needs. We demonstrate our commitment by:

- Operating sustainably across all our sites and activities
- Embedding sustainability in our teaching, research and service
- Engaging with the wider community, external groups and authorities to encourage and support sustainability locally, nationally and globally.



Our strategic imperatives

Learning and Teaching

The University of Otago's outstanding reputation in learning and teaching is a credit to our people: dedicated teachers who inspire and ignite passion and potential, and students who are engaged and enthusiastic learners. Together, we achieve nationally-leading results for teaching and student academic performance, and high levels of student satisfaction with their academic experience.

Continued success requires responsiveness to a changing world. Provision of learning and curriculum expectations are evolving significantly, responding to an array of factors including technological developments, societal shifts, and changes in the nature and expectations of the student cohort.

Many of the demands for change will come from outside the education system, including from Government and industry. Impetus for the ongoing development of our teaching and shifts in the underlying attributes that we seek to develop in our students will also come from students themselves, as they assert a greater level of agency in learning.

Our focus

The University of Otago is committed to ensuring that students from all backgrounds are empowered and supported to realise their educational goals and reach their potential.

We will engage with and inspire our students to develop relevant, dynamic and responsive teaching and learning, informed by research, practice and service. Our approach will also reflect our ambition to attract a larger and more diverse student cohort, and the opportunities we embrace as a university in respect of Te Tiriti, sustainability and social accountability.

Striving to ensure our learning opportunities resonate with all taura, and support equitable outcomes, we are committed to incorporating te ao Māori, mātauraka Māori, and Pacific culture and perspectives into the curriculum and modes of learning. Leveraging our research and expertise, and proactively engaging with the United Nations Sustainable Development Goals, we will embed sustainability in teaching and learning.

We will prioritise the enhancement and development of flexible, interdisciplinary programmes that address national and global problems and the needs of the workforce and communities.

While operating as a predominantly campus-based university at the undergraduate level, we will leverage advances in digital technology to enhance on-campus learning, and to expand our engagement in distance and blended course delivery.

The achievements of our students and success of our graduates will be enhanced by the opportunities we provide to collaborate, create and innovate. Place-based teaching, internships and other experiences will ensure the distinctiveness of many programmes and provide our students with applied and connected learning opportunities.

Otago graduates will promote the value of an education that has supported their personal development as well as their employability. They will understand the importance of respectful and civil debate, have a broad global perspective, and also be empowered to work confidently in the context of Te Tiriti principles and partnership.

Discovery and Innovation

We are proud of our strong international reputation for research excellence. Our researchers are innovative, address critical global issues, play pivotal roles in translating research into societal impact and government policy, are active voices in public debate on critical issues, and secure a high proportion of national research funding pools.

As the external research landscape evolves, competition for research funding and research infrastructure will remain intense, and external pressure for relevant, connected and impactful research will increase. Interdisciplinary and transdisciplinary research involving national and international partners will be key to solving the most pressing problems facing our country and the world. At the same time, expectations will intensify for research to be conducted and communicated in a manner that is culturally, socially and environmentally appropriate and responsible.

Our focus

We will further strengthen our capability as a leading global institution, known for undertaking high quality, impactful research.

Within our overall ambition to produce research that is globally significant and nationally transformative, we will strengthen our Māori and indigenous research capacity and capability and enable research that is undertaken in partnership with and benefits Māori communities. We will be prominent in research that supports the aspirations of Pacific peoples, both locally and in the Pacific region.

While leveraging opportunities that offer economic and commercial benefits, we will also focus our research endeavours to improve social wellbeing, respond to environmental and sustainability challenges³, deepen our understanding of humanity and the natural world, and address the issues and opportunities of our digital age.

Our research capability will be enhanced by attracting and retaining high-quality, research-active staff and students, nurturing their development in a supportive environment, and providing research infrastructure appropriate for their needs. National and international researcher recruitment will focus on diversity to build a community of researchers that is more reflective of all members of the communities we serve, and which has expertise across diverse epistemologies and world views.

A successful research future for Otago will include impactful research outcomes by Māori and for Māori, and by Pasifika for Pasifika. It will involve significant input into the national and global research agenda, influencing how funding is committed to research, and the manner and general priorities to which it is applied. It will see the continued development of interdisciplinary and transdisciplinary research and joint research programmes with trusted partners and increased engagement with likely end-users. How we conduct and communicate our research will continue to evolve in line with our efforts to lead the way in sustainability.

³ And the particular challenges it poses in regard to sustainable food production, the loss of habitable land, and achieving a fair transition to a low emissions economy.

Our Place in the World

Otago's impact is strongly flavoured by our place in the world, both within a nation that is striving to move beyond its colonial past, and within an Asia-Pacific region for which some of the most serious global pressures – notably climate change – are of particular concern. It reflects our relationships and partnerships with iwi and academic, government, business, professional, community and alumni groups and the global reach of our graduates and staff.

Globally, we are part of a university sector operating in an environment that is less stable than at any time in our recent history. Locally, our context involves being within a country facing ongoing transformative social and demographic change.

Our focus

Our graduates and researchers are committed to developing and applying solutions to key issues such as sustainability and climate change, human health, economic and social inequality, increasingly siloed world views, and the erosion of democracy. We will strengthen our leading role in addressing these issues, and further our aspiration to be the global lead in indigenous education, thought and research.

We are committed to increasing the participation and achievement of students from under-represented groups, attracting a domestic student cohort that reflects the composition of New Zealand society. We will support a sizeable and vibrant international student cohort, encompassing students from a wide range of countries.

We will strengthen our partnership with mana whenua, Kāi Tahu and relationships with other iwi and iwi groups. We will champion an environment in which scholarship flourishes to advance Māori development aspirations.

We will pay particular attention to being a true university of the Pacific through approaches that will encompass being a university of choice for Pacific students, supporting the development of Pacific academic capability across the region, and applying our expertise to support Pacific communities and their aspirations.

Strong relationships with political, business, professional and community leaders will be pursued, along with representation on key educational, health and research bodies. We will also foster strong, mutually beneficial connections with our alumni and maintain vibrant town-gown relationships.

We will continue to actively embrace our role as critic and conscience of society, and staunchly uphold academic freedom.

Our leadership in the field of sustainability will increase in both the operational and academic spheres, and we will use technology to explore innovative and sustainable ways to connect, engage and partner nationally and globally. We will further develop our entrepreneurial spirit and leverage opportunities for commercialisation, engaging with employers and industry to understand and respond to their changing needs.

Transformative Student Experiences

Otago student experiences are distinguished by the melding of diverse social, cultural and recreational aspects of life with the pursuit of academic excellence. These experiences have roots in the distinctive Dunedin-based residential student lifestyle that is so enthusiastically embraced by our undergraduates, the majority of whom come from outside Dunedin to study.

At its best, an Otago experience enables our students to develop personally as well as intellectually. They emerge as graduates who are distinguished not only by their academic achievements, but also by their open mindedness, independence, maturity, adaptability, resilience, and enduring comradeship as Otago graduates.

Our focus

We are committed to providing experiences that support the development and success of all our students; that produce graduates who are responsible, open-minded, independent and engaged; and that distinguishes Otago nationally. An Otago experience will be attractive to, and supportive of, increasingly diverse cohorts of students, and reflect the role of students as significant players in shaping their experience.

We will work with students, staff and partners to enable a transformative experience for all Otago students - on every campus and via distance learning, at every level of study, and in every discipline. Our students will belong to an inclusive University community as they develop the knowledge, skills, confidence and connections to pursue their future ambitions.

Student experience at Otago will evolve in a manner consistent with the University's legal obligations and societal expectations, with student safety, and wellbeing and respect key priorities. For many students, the unique undergraduate residential collegiate experience in Dunedin and the excellent pastoral care provided through our colleges will be the foundation of their wider Otago experience.

We will promote understanding between the many cultures represented within our student population. Manaakitanga and whanaungatanga are values we bring into our places of living, learning and working - welcoming and inclusive for all students and staff. We are committed to ensuring our campuses are free from racism, discrimination and bullying, and to providing effective avenues for student representation and advocacy. We are committed to providing an environment where Māori thrive and succeed as Māori, and supporting the needs and aspirations of our Pacific students.

At all stages of learning and in all contexts, an Otago experience will be a community-focused one in which volunteering and partnership are embedded. Together with an understanding of and appreciation for Te Tiriti partnership, global citizenship, sustainability and social accountability, this will pave the way for graduates' success as open-minded, engaged and responsible members of the workforce and society.

Our People and Culture

Otago's success is determined by our ability to attract and retain highly talented and committed people. We strive to be an employer of choice, known for delivering on its commitments to workplace diversity and inclusivity, fair remuneration and the wellbeing and professional development of our staff.

Building and sustaining that reputation over the coming years will require innovation and fresh thinking as the nature of work and what it means to be a good employer evolve in a rapidly changing world.

Key factors that will require a decisive response include those arising from societal changes within Aotearoa, from new technologies, and from changing expectations and norms on matters such as work-life balance, flexibility in work, and health and safety.

Our focus

Developing and sustaining an organisational culture that is consistent with our University values will be key to our future as an employer of choice. To foster this, the University, its leaders, and all staff will be equipped for, and engaged in, fostering an environment of inclusivity, safety, respect and dignity.

Securing a workforce that matches our current needs and future ambitions will require us to take a deliberative and proactive approach to the recruitment and development of staff from a diverse range of backgrounds.

Specific attention will be paid to significantly increasing the number of Māori and Pacific staff at all levels in the organisation. We will take particular care to ensure that Otago is a place where mātauraka Māori and te reo Māori flourish, and that all staff understand the central importance of Te Tiriti o Waitangi to our country and to our public institutions.

Staff recruitment, retention, and satisfaction will be enhanced by providing clear career pathways, as well as services that support the health and wellbeing of staff, and mechanisms for staff to have an effective voice within the organisation. Staff productivity will be optimised by excellent administration and fit-for-purpose IT infrastructure.

The impacts of technology, especially digitalisation and automation, will continue to be transformative for work. We will embrace the opportunities provided by these developments, especially where they enable us to streamline processes, better meet the changing needs of students, researchers and other key stakeholders, and respond to growing demands for flexible working arrangements.

When prospective employees view Otago, they will see staff that have high levels of job satisfaction, are proud of and supported by their University, and have a strong service focus, to students, to each other, and to the wider communities of which they are a part.

Securing our Future

To achieve its goals, a university must secure sufficient resources, use those resources effectively and efficiently, and maintain a long-term view even when facing immediate challenges. The exercise of prudent stewardship is also incumbent on any institution funded predominantly from public sources.

Many of the challenges Otago faces in securing its future are shared with other universities, and at the same time we face our own complexities; these include having a multi-campus presence, a significant quantum of older building stock, and a high proportion of capital-intensive academic activity; the requirements that flow from being a residential University.

In a likely future environment of constrained public funding, security will only be attained by raising revenue from non-public sources, by streamlining systems and operations, by embracing digital technologies, and by ensuring that investments in facilities and infrastructure are adaptable to future changes in work and learning.

Our focus

We will support staff productivity and a positive student experience with excellent, efficient administration and fit-for-purpose facilities and infrastructure.

Enhancing capability will, on occasion, require hard decisions, and so we will continually evaluate activities, processes and structures for efficiency, effectiveness and relevance,

and respond accordingly.

We will continue to advocate for sufficient government funding while also diversifying our funding sources through additional benefactor funding and entrepreneurial activity. Growing our student roll is also critical to our future financial viability and reputation.

Effective capital planning and project delivery will play a vital part in ensuring that Otago remains an attractive university, with the facilities required to achieve our goals for teaching, learning, research, student experience, and citizenship.

Capital investments will enhance the aesthetic, amenity value, safety and accessibility of our campus sites. They will incorporate fit-for-purpose information technology infrastructure and enable flexible use to accommodate changes in the ways we work and learn.

Facilities will include culturally appropriate and indigenous design elements, developed with mana whenua. Our wider campus planning will also involve co-ordination with Tiriti partners and external partners, and in some cases joint facilities, or facilities developed in precincts where we are not the major occupier.

Sustainability will be an embedded design principle for projects as part of a broader sustainability approach that supports the university to reach Net Carbon Zero by 2030.

⁴ Including through the commercialisation of intellectual property.

⁵ Through radically reducing our Greenhouse Gas emissions and offsetting the emissions that we do not eliminate.



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