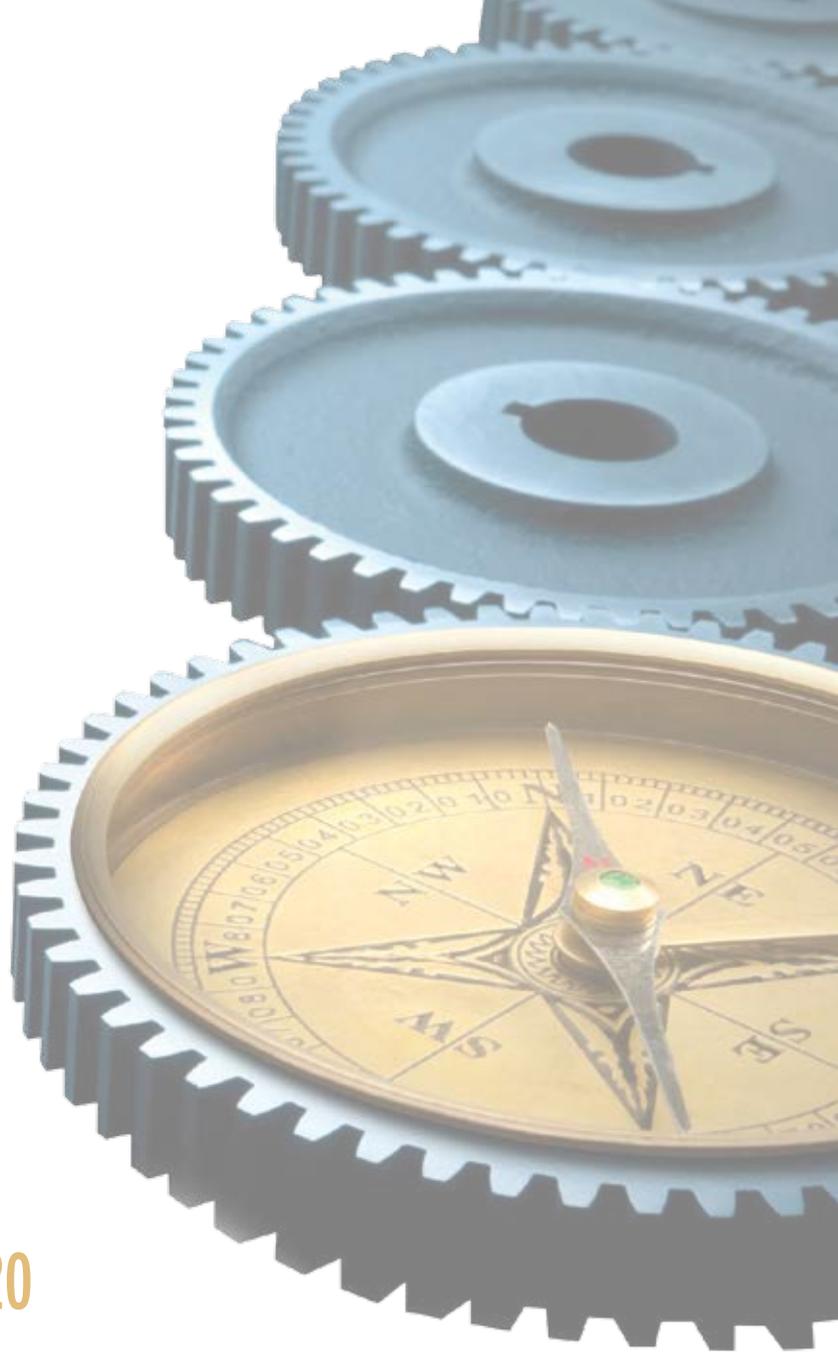


Division of Health Sciences

Strategic Plan 2014-2020

Improving health at home and around the world
Whaia te Iti Kahurangi - hāpaitia te hauora ki te kāinga, ki te ao



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Mission statement

The Division of Health Sciences will provide New Zealand society and other communities with a highly-qualified workforce in the health professions, and will lead research and academic advancement in the areas of health and biomedical science. The Division will promote health, health care, and equitable health outcomes through outstanding basic and applied research, and world-class academic and professional leadership. This will be achieved through research-based undergraduate, postgraduate, and professional academic programmes of international standard in the health and biomedical sciences, and the translation of research into products and services to benefit society.

Excellence in research

Aim

To be a research-led division whose research contributes to the national and international good through blue skies and translational research.

Strategies

To meet our aim we will:

1. Promote excellence in research, by:
 - a. Identifying our research strengths
 - b. Pursuing high-quality blue skies research
 - c. Encouraging the translation of research into products, services, and policies aimed at providing health, social, and economic benefits to society
2. Recruit and retain high-quality research staff, by:
 - a. Developing future research leaders (both staff and at PhD level)
 - b. Fostering a culture of high aspiration and performance, drawing on excellent leadership, effective management, and employee engagement
 - c. Providing tools and support to our researchers
 - d. Appointing only research-active staff to academic positions
3. Increase our research capacity and strengthen our research reputation, by:
 - a. Providing leadership on, and making advances in, solving national and international research challenges
 - b. Improving Health Sciences' performance-based research profile (PBRF)
 - c. Promoting our areas of research excellence
 - d. Encouraging researchers and research teams to leverage Health Sciences' research strengths
 - e. Providing research infrastructure to enhance research advancements that aligns with key research strengths
4. Position the Division effectively to respond to new opportunities, by:
 - a. Working with the Research and Enterprise Office to increase its capacity to support funding opportunities
 - b. Committing to the analysis of information and intelligence in areas of health and biomedical science to inform future directions

Excellence in teaching

Aim

To deliver teaching that meets the needs of contemporary students, extending their knowledge and skills so they can make meaningful contributions to their communities.

Strategies

To meet our aim we will:

1. Provide excellent undergraduate and postgraduate degree programmes, by:
 - a. Fostering a stimulating learning environment that promotes intellectual curiosity, a thirst for knowledge, and a sound academic platform for future studies
 - b. Nurturing research-active academic staff in an environment that supports their development and excellence in teaching
 - c. Ensuring that teaching continues to be driven by research and clinical practice
 - d. Ensuring that programmes are sustainable, distinct, and efficiently managed
 - e. Developing innovative approaches in the delivery of teaching
 - f. Supporting the use of innovative technology to further learning opportunities, including distance learning
2. Ensure that learning objectives meet the contemporary health needs of New Zealand, by:
 - a. Working with employers, professional bodies, alumni, and other stakeholders to ensure our degree programmes are responsive to need, producing graduates who will contribute positively to society
 - b. Developing sustainable programmes that encourage interprofessional learning
3. Ensure graduates will be recognised nationally and internationally for their high standards of clinical and scientific excellence and professionalism, by:
 - a. Attracting and retaining high-calibre, committed, motivated students
 - b. Incorporating international best practice in the development of curricula and teaching methods across all programmes
 - c. Embedding graduate attributes and employability in all our curricula
 - d. Providing postgraduate students with opportunities for travel and/or national and international placements, including internships in businesses or government departments

Outstanding student experiences

Aim

To provide our students with a learning experience that is supportive, nurturing, and challenging, which prepares them for life beyond their studies.

Strategies

To meet our aim we will:

1. Guide and support our students successfully through degree programmes, by:
 - a. Providing sound course advice and academic and pastoral support
 - b. Encouraging students to seek assistance from various support structures within the University and the Division, including the Māori Health Workforce Development Unit, and the Pacific Islands Research and Student Support Unit
 - c. Recognising and supporting the activities of student associations
2. Communicate with our students effectively and seek their input in our planning, by:
 - a. Committing to student membership on governance boards
 - b. Facilitating consultation processes with students where appropriate
 - c. Investigating preferred mechanisms of communication for students
3. Facilitate easy access to pastoral support services, by:
 - a. Regularly communicating the avenues of support available to students
 - b. Recognising the pressure points of the year and providing appropriate support

Outstanding campus environment

Aim

To provide campuses that stimulate learning, teaching, and research, and which also facilitate collaboration and collegiality.

Strategies

To meet our aim we will:

- I. Provide a quality learning environment to sustain a growing number of students and promote research-based learning, by:
 - a. Implementing the space management plan, with specific prioritisation of:
 - i A new Dental School
 - ii A Biomedical Sciences building
 - b. Ensuring northern campus projects on the University's Priority Development Plan continue to be visible and are progressed as planned
 - c. Implementing the IT management plan
 - d. Developing a programme of work to support innovative distance learning that is delivered to a high standard
2. Ensure campus environments should represent best practice in student wellbeing, staff and student relationships, and cultural appropriateness and safety in each campus environment, by:
 - a. Providing appropriate, high-quality, and well-placed learning and social spaces that support group, individual, and interprofessional learning
3. Ensure a co-ordinated and strategic approach to the development of campuses, regional centres, and teaching and learning spokes, by:
 - a. Ensuring all campuses have appropriate access to key amenities
 - b. Identifying issues and offering solutions, including a cost-benefit analysis of decisions
 - c. Providing a mechanism to prioritise resource allocation

Commitments as a local, national and global citizen

Aim

To be an effective, respected, and acknowledged leader in health matters, and to meaningfully contribute to local, national, and global communities.

Strategies

To meet our aim we will:

1. Continue our strong commitment to Māori and the principles of Te Tiriti o Waitangi by:
 - a. Developing and extending formal partnerships with iwi
 - b. Supporting programmes for Māori that enable successful transition into, and completion of, degree-level study
 - c. Fostering research of importance to Māori
2. Continue our strong commitment to Pacific peoples and the goals of the Pacific Strategic Framework, by:
 - a. Supporting programmes for Pacific peoples that enable successful transition into, and completion of, degree-level study
 - b. Applying research and teaching expertise, where appropriate, to address issues of significance in the wider Pacific region
3. Ensure students understand, and are responsive to, New Zealand's socio-cultural diversity and the specific health needs in both urban and rural environments, by:
 - a. Developing curricula that reflect the complexities of contemporary society
 - b. Providing opportunities for students to undertake placements in a diverse range of settings
 - c. Improving health outcomes in Māori, Pacific, and urban and rural communities
4. Support, where appropriate, the community service of staff in providing advisory or expert consultancy services to local, national, and international institutions or agencies, by:
 - a. Fostering a vibrant town-gown relationship in cities in which we are based
 - b. Embracing our role as a critic and conscience of society
 - c. Providing expert contributions to public debate and policy-making
5. Foster the internationalisation of learning, by:
 - a. Developing international perspectives in curricula
 - b. Supporting international research collaborations
6. Support and encourage international students to complete undergraduate and postgraduate study, by:
 - a. Allocating dedicated places for international students in appropriate programmes
 - b. Providing a supportive learning environment for international students

Strong external engagement

Aim

To develop long-term productive partnerships and collaborations that reinforce and strengthen the Division's local and international capabilities.

Strategies

To meet our aim we will:

1. Strengthen and sustain relationships with key stakeholders with whom each of the schools/faculties/departments within the Division interact, by:
 - a. Fostering and maintaining effective links with district health boards, primary healthcare providers, and other health providers
 - b. Providing education and clinical training opportunities for students in the professional undergraduate and postgraduate programmes
 - c. Working proactively with professional bodies to ensure that the training provided reflects their views and meets their needs
 - d. Developing protocols and effectively managing relationships with politicians, government, and non-governmental agencies
 - e. Building and maintaining positive relationships with iwi partners and Māori organisations
2. Strengthen and sustain relationships with research-funding agencies and relevant industry groups, nationally, and internationally, by:
 - a. Developing protocols for managing relationships
 - b. Shaping and securing strategic partnerships
3. Promote the interests and profile of the Division to key stakeholders, alumni, and the wider public, by:
 - a. Promoting, recognising, and celebrating successes
 - b. Working more closely with the Development and Alumni Relations Office
 - c. Driving public engagement based on high-impact health information

Sustaining capability

Aim

To value, support, develop, and utilise the full potential of staff within an effective and modern working and learning environment, supported by a sound financial position.

Strategies

To meet our aim we will:

1. Ensure that the Division has the financial resources it needs, by:
 - a. Ensuring it remains financially healthy through priority-setting, pursuing alternative funding sources, and fostering links with funders and donors
 - b. Ensuring high standards of accountability, probity, and financial control
 - c. Providing transparent, high-quality financial information to support strategic development
2. Ensure that all staff receive the support and professional development they need, by:
 - a. Investing in training and professional development
 - b. Providing safe and accessible work environments
3. Encourage a culture of personal and collective accountability and strong leadership, by:
 - a. Promoting attendance at internal leadership training sessions
 - b. Formally recognising examples of leadership and accountability in both the performance development and academic promotion processes
4. Maintain a sustainable staffing profile which meets our evolving needs, by:
 - a. Growing and developing a balanced staff profile to meet future teaching, research, and administrative requirements
 - b. Identifying areas where targeted staffing strategies are required (e.g. Māori and Pacific staff)
 - c. Promoting the attractiveness of the University as a globally-significant institution in order to recruit high-calibre staff
 - d. Succession planning for strategic roles
5. Increase a sense of participation in University and Divisional matters by all staff, by:
 - a. Fostering a culture of high aspiration and performance
 - b. Being inclusive, supportive, and collegial in our approach, underpinned by principles of respect, equality and diversity, health, safety, and wellbeing
 - c. Ensuring good governance through consultative decision-making processes

Strategic Plan
2014-2020

