



THE UNIVERSITY  
OF AUCKLAND

FACULTY OF MEDICAL  
AND HEALTH SCIENCES

# Strategic Plan 2008-2012



## Mission

To improve the health of our local, national and global communities through excellence in teaching, research and service.

# Overview

In early 2007 the Faculty of Medical and Health Sciences embarked on a strategic planning exercise. In part this was in response to the requirements of the University's Planning and Accountability Framework, but more importantly it gave us the opportunity to simplify and improve our planning and reporting functions, and to develop a tool to enable us to translate our strategic objectives into performance measures to give us valuable direction over the next five years and beyond.

Our primary goal has been to develop a strategic plan that is simple, easy to understand and that can inform actions at all levels of the Faculty. In addition the following guiding principles have been established. The plan should:

- be aligned with The University of Auckland Strategic Plan
- be developed in consultation with staff and other key stakeholders
- form part of a dynamic process, and not be a one-off exercise
- include measures that are quantifiable, easily understood, relevant, and can enable the Faculty to view performance trends and enable continuous self-improvement.

A modified balanced scorecard approach was adopted, and as part of this we considered each of the following perspectives across the three primary functions of the Faculty: teaching, research and service:

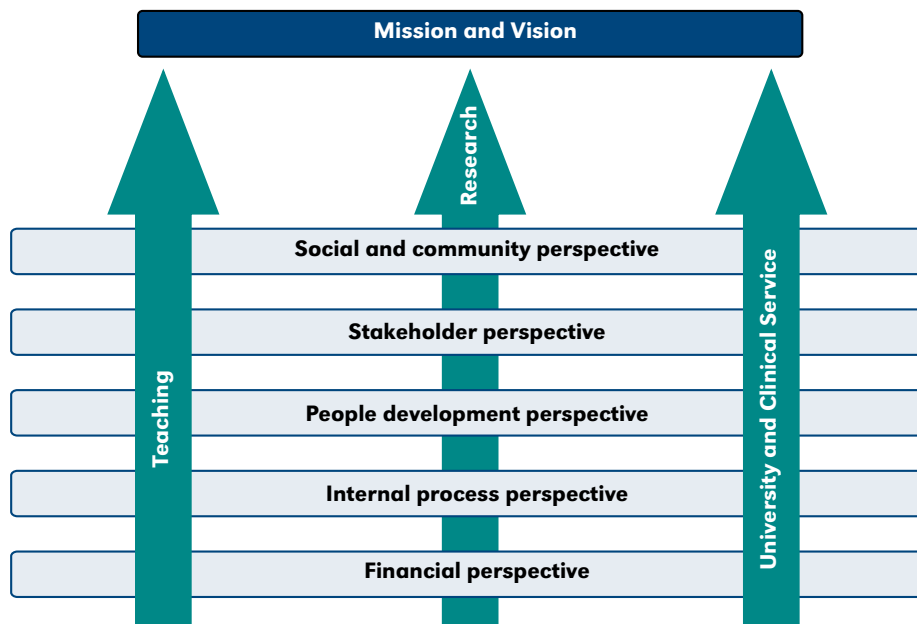
- Social and community perspective – how we interrelate with our wider community
- Stakeholder perspective – how we appear to our immediate stakeholders
- People development perspective – how we act as an employer
- Internal process perspective – what we must excel at
- Financial perspective – how we balance income and expenditure for sustainability.

One of the key reasons for adopting this approach and using the functions of teaching, research and service was to enable the development of a strategic plan which would allow alignment across the assessment of the Faculty, its Schools and individual members of staff. For example Faculty goals around increasing the number of PhD students enrolled per academic FTE will only be achieved if there is alignment between the plan and the academic performance expectations for individual members of faculty.

Within each of the functions and across each of the perspectives we have identified key goals. We have also identified targets and measures to enable us to monitor progress. Schools will be responsible for setting and then executing the specific strategies necessary to realise our goals and achieve our mission. This will be monitored through annual plans and reports.

The targets will be challenging, and change will no doubt be necessary, not least in regard to how we measure success. However the environment within which we operate is changing, and the Faculty must accept the challenge to adapt and grow if we want to maintain our reputation and achieve our mission.

This is a plan for everyone in the Faculty. We hope that it becomes embedded into departments and schools, and becomes the pre-eminent document that guides our actions as we head towards 2012.



# Background

The Faculty of Medical and Health Sciences was established in 1968 as The University of Auckland School of Medicine. In the 40 years since then the Faculty has grown and developed into a large and diverse Faculty with schools of Nursing, Pharmacy, Population Health, Medical Sciences and Medicine, including Auckland, South Auckland and Waikato clinical schools.

In 2007 the Faculty had over 3000 equivalent fulltime students and over 630 fulltime equivalent staff.

The Faculty works in partnership with a number of valued stakeholders including:

- Students
- Employers
- Staff
- Alumni
- Parents
- The University and other faculties
- The professions
- DHBs and other health providers
- Local and national health agencies
- Advocacy groups
- Fundraising and philanthropic organisations
- Commercial organisations
- Research funders
- Government

## The following is a selection of key events and achievements over the Faculty's 40 year history.

- 1968 School of Medicine established
- 1973 First class of medical students graduate
- 1990 New Masters programmes in Health Sciences and Public Health approved
- 1993 The Faculty graduates 300 students
- 1995 Park Road site formally identified as the University's third campus
- 1995 School of Medicine Foundation established
- 1996 Department of Māori and Pacific Health established
- 1997 Divisional Faculty structure introduced
- 1997 The number of non-medical students in the Faculty exceeds the number of medical students for the first time
- 1997 Auckland Cancer Society research staff integrated into the Faculty/University
- 1999 Bachelor of Health Sciences degree, and Certificate in Health Sciences introduced
- 2000 Bachelor of Nursing and Pharmacy degrees introduced
- 2000 Five school structure established for the Faculty
- 2001 Liggins Institute established
- 2004 New School of Population Health building opened at Tamaki Campus
- 2005 First year research income exceeded 50 million
- 2006 Liggins Institute becomes an autonomous institute



# The Future 2008-2012

## Our Mission

To improve the health of our local, national and global communities through excellence in teaching, research and service.

## Our Vision

Working as an integral part of The University of Auckland, we aim to improve the health of our communities through excellence in the:

### Development of the next generation of health care professionals, researchers and leaders

- through the graduation of professionals able to address the health and medical science needs of our communities.

### Advancement of scientific discovery

- through developing and nurturing research students and through producing excellent, innovative and relevant research, and applying and translating research outcomes into improved health outcomes for our communities.

### Development and nurturing of our staff

- through recruiting, retaining and developing a high-quality workforce that meets our changing needs, and who are recognised and acknowledged as our greatest asset.

### Reduction of inequalities

- through ensuring the widest possible access for both students and staff to the Faculty of those who have the potential to succeed, and advocating through service for equity in health outcomes.

### Engagement with our communities

- through innovative and mutually beneficial collaborative partnerships with our stakeholders.

### Maintenance of strong academic and financial governance

- through a sustainable and transparent management and governance structure.



## Our Values

Our core values will guide us as we work towards achieving our goals. Exceptional people – students, staff and supporters are the foundation of all our activities in teaching, research and service. The mission of the Faculty will only be achieved through the interplay of these values and our people.



### Excellence

Distinction, quality, merit

- We will strive for it in everything we do.

### Innovation

Responsiveness, creativity

- We will promote and reward initiative among our staff and students and foster an environment that enables challenge and debate about research and theory.

### Partnership

Collaboration, engagement, teamwork

- We will work together, within and across boundaries, in pursuit of our mission and ensure we engage with our communities to mutual benefit.

### Professionalism

Accountability, pride, leadership, service orientation

- We will work with expertise, commitment and diligence, serving others before ourselves.

### Equity

Fairness

- We will make the Faculty accessible to all students and staff who have the capability to succeed, and ensure that we provide an environment and support which gives them their best chance of success.

### Integrity

Honesty, reliability, transparency

- We will promote ethical and professional behaviour by all individuals so that students, staff and the public have trust in the Faculty. We will deliver on our commitments and accept responsibility for our actions.

# Strategic Objectives

## - Our Priorities and Goals

We are part of the University, and as such our strategic plan is closely tied with the University's Strategic Plan. Throughout our plan the number in brackets e.g. (1) indicates which of the 20 objectives of the University's Strategic Plan, our goal aligns with.

Inevitably in any document such as this, some goals are listed after others. This in no way indicates priorities.



## Excellence in Core Activities

Many of our stated goals and priorities cross the boundaries of teaching, research and service. These include staff development, Treaty/equity, governance, resource allocation, financial management and physical infrastructure.

### **Staff development** (3) (9) (13) (15)

To achieve our goals we must be able to attract the best staff who are equally committed to excellence in teaching, research and service. We must also ensure that we motivate them and ensure that they are in an environment that enables them to succeed. To enable this we must ensure that staff are recognised and rewarded for their critical contribution, provided with development opportunities, and provided with a safe and rewarding workplace.

One of the challenges facing the Faculty is the management of our workforce profile. We need to ensure that we have the right proportion of staff in our academic and general staff workforces to meet our changing needs (age, gender, ethnicity, experience, level etc). Succession planning will be an important element in addressing this challenge.

### **Treaty /Equity** (10)

Throughout all operations we aim to acknowledge the special relationship we have with Māori under the Treaty of Waitangi, and we are committed to supporting principles and practices of equal opportunities for all students and staff to give them the opportunity to fulfil their potential. We want to be recognised as an organisation that is supportive of diversity – in students, staff, ethnicity and country of origin.

### **Governance** (13) (15) (19)

We must ensure strong governance and leadership across the Faculty. Not only do these need to be established with clearly defined lines of responsibility and decision making, but they need to be reviewed annually.

### **Resource allocation** (19) (20)

We need to ensure that internal processes and resource allocation are efficient, accountable, transparent and clearly linked to the goals of this plan. While not all activities will be financially viable, all activities must be strategically relevant. As well as meeting strategic goals, proposals for new initiatives must be accompanied by rigorous financial plans and risk analyses. We must understand the risks and opportunities that we face, and manage them prospectively.

### Financial Management (5) (16) (17)

Across all dimensions we must look to diversify our sources of income to reduce risk. We have been too reliant on a few sources of funding including MOE funding and traditional sources of external research funding. Over the next five years we need to look to new approaches for generating revenue to enable strategic growth of the Faculty. Research income will need to increase by 10-12% per annum if we are to meet the goals of the University's Strategic Plan.

### Physical Infrastructure (18)

Finally strategic development of our physical infrastructure, especially on our Grafton Campus, is critical if we are to achieve the goals in this plan. We must develop facilities that are of the highest quality to enable future growth and development of our activities. Without this development it will be increasingly difficult to attract and retain the best students and staff. We must ensure we have sufficient space to grow and develop. Lack of space and mismatches between available space and needs in terms of configuration continues to be a major issue for the Faculty and impacts on many parts of our operations. Our priorities for further development include both the redevelopment of existing space and the construction of new facilities. We must ensure that there is alignment between the strategic needs of our staff and students and the physical resources available. The Faculty must also ensure that physical resources are used as wisely and efficiently as possible.

### Our priorities and goals for core activities:

1. Attract, develop and retain a high quality diverse staff to ensure we have a staff profile that meets our changing needs. (13) (15)
2. Emphasize the value of leadership, and identify and develop leadership potential. (15)
3. Recognise the special relationship we have with Māori under the Treaty of Waitangi. (10)
4. Provide physical resources and infrastructure that supports teaching, learning, research and community engagement and is of the highest quality. (18)
5. Maximise revenue gathering and ensure resource allocation is transparent, sustainable and aligned with priorities. (5) (16) (17)
6. Develop and implement a risk management framework. (20)



# Excellence in Teaching

We will develop the next generation of health care professionals, researchers and leaders through the production of graduates able to address the health and medical science needs of our communities.

The Faculty offers undergraduate degrees in Health Sciences, Nursing, Pharmacy, Medicine and in conjunction with the Faculty of Science, Biomedical Science. We take seriously our role in training and developing New Zealand's future doctors, nurses, pharmacists, scientists, and health sector workers.

After a number of years of growth, expansion in most of these undergraduate programmes has reached a plateau, although demand for places is still strong. Future growth is possible, but will be carefully considered and will only proceed if it is aligned with both the strategic goals of the Faculty and the communities within which we operate. Our graduates must meet the needs of our communities, so maintaining relationships with our wider stakeholders is a priority.

The Faculty also offers a range of postgraduate programmes, and plays a valuable role in the continuing education of health professionals, both through University programmes and through our obligation to provide high quality short courses and skills based training to meet the needs of New Zealand's health workforce. This brings new challenges as we continue to consider innovative options in the delivery of our programmes and courses to meet the needs of our postgraduate students.

The University's Strategic Plan identifies an overall desired student body composition of 78% undergraduate, 12% taught postgraduate and 10% research postgraduate by 2012. The Faculty will contribute to this but recognises that the composition will be different for our Faculty, with a target of 68% undergraduate, 22% taught postgraduate and 12% research postgraduate by 2012. This target will enable us to work with schools to increase the number of postgraduate research students, while remaining committed to fulfilling the needs of New Zealand's current and prospective health care professionals through taught postgraduate and undergraduate programmes.

We also aim to attract high quality undergraduate and postgraduate international students into the Faculty in response to the University's goal of achieving a student body in which international students comprise a maximum of 20% of undergraduate students, and a minimum of 25% of postgraduate students. Diversity within the origin of international students remains a priority for the Faculty, although we recognise that the increased diversity of student backgrounds also brings challenges to further refine structures and support for such students. Maximising the benefits that international students, and our domestic students, receive from the experience of hosting them also remains a priority. We believe all students should be exposed to internationalisation through all programmes having strong international content and perspectives.

Our strengths include a commitment to enabling the widest possible student access to the Faculty of those who have the potential to succeed. We offer a foundation year and access programmes for Māori and Pacific students. These will be increasingly important as the demographic trends in New Zealand change.

We also maintain a commitment to inter-professional learning across our undergraduate degrees, and a commitment to research led teaching. Inter-professional learning provides our trainee health professionals with the opportunity to work together and to gain an understanding and knowledge of each other's roles. Our courses and teaching are informed by the latest research and taught by leading academics.

We must continue to attract the best students and to facilitate this we must provide them with an environment that enables them to succeed. This includes providing access to the necessary academic and pastoral support, and maintaining a high quality physical environment. We will continue to recognise our students as valued members of the University community, and retain links with them following their graduation, as well as strengthening relationships with our existing alumni. We will also focus on excellence in our curriculum and promote continuous pedagogical improvements. Finally we must embed quality assurance into all aspects of our operations.

## Our priorities and goals to achieve excellence in teaching:

7. Graduate students who are educated to meet the needs of our communities. (2) (8)
8. Continue with our commitment to increasing the representation of Māori in the health workforce through access to our programmes. (10)
9. Deliver relevant, high quality, research led programmes that are fit for purpose, responsive, and appropriately delivered. (8)
10. Value and encourage diversity in our students, and recruit appropriately from underrepresented and international groups. (2) (7) (10) (13)
11. Support the teaching and learning goals of the Faculty through an effective academic governance structure. (19)
12. Support teaching and learning with appropriate facilities, staff and student support and resources aligned with priorities. (9) (14) (18)

# Excellence in Research

The Faculty is committed to furthering scientific discovery. This will be achieved through producing and promoting excellent, innovative and relevant research, and applying and translating it into improved health outcomes for our communities.

We are New Zealand's largest provider of medical and biomedical research, and contribute to the University's strong research reputation. As an example, The University of Auckland is currently ranked 26th equal in terms of Biomedicine, a strong indicator of the quality of biomedical research within the Faculty and University.

We have a proud history of attracting eminent researchers, talented students and high levels of research funding. This must continue to enable us to achieve the University's goal of substantially increasing performance in research.

We recognise in order to improve our research capability we must provide resources to support a high quality research environment. This will include assisting staff in the preparation of high quality proposals for research; and with the identification of research and funding opportunities. We must commit to the improvement of physical research facilities within the Faculty and continue to support the redevelopment of our infrastructure so that all research is supported by state of the art facilities and technology.

Redevelopment will be achieved through ongoing growth in research revenue. Consequently a major focus will be assisting staff to identify opportunities to target research to specific areas of funding and priorities, and to access new and non traditional sources of research funding. This will include targeting international funding support for research, both independently and collaboratively, and exploring mutually beneficial opportunities for collaboration with stakeholders. Staff in the Faculty maintain links and collaborate with colleagues in other institutions nationally and internationally and are encouraged to participate in international conferences, publish in international journals, and host distinguished international visitors.

In order to grow and enhance the research capability of the Faculty we need to develop existing and create new integrated cross-disciplinary thematic research groupings. These themes will cross schools and departments to ensure that depth of expertise and critical mass is obtained.

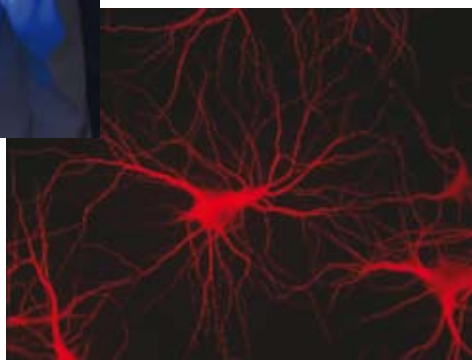
The recruitment and development of excellent research students is a priority and will be achieved in part through the targeting and nurturing of high-achieving undergraduate students into research programmes. To enable this to happen we must ensure that staff recognise the benefits of supervising research students and are resourced adequately to do so.

The Grafton Campus has the potential to develop into an internationally competitive biomedical and health sciences precinct the equal of those being established in Australia. To achieve this we require increased income, staff and students and a clear strategic vision and commitment from both the Faculty and the University. We will also need to lobby regional and national government for their support.



## Our priorities and goals to achieve excellence in research:

13. Produce high quality ethical research that is disseminated to society, and translated into improved health outcomes for our communities. (3)
14. Recruit and develop research students of the highest calibre. (4)
15. Build and maintain productive relationships with our acknowledged stakeholders. (5) (11)
16. Build and maintain productive and collaborative research groups and pursue and maintain national and international alliances. (1) (3) (11)
17. Support and enable research through effective research governance. (19)
18. Provide the necessary facilities and equipment to enhance research capacity. (18)



# Excellence in Service

The Faculty enjoys strong external interest in its activities and plays an important role in many communities. We maintain key relationships with numerous stakeholders including the wider University, Government, District Health Boards and other health providers, professional bodies, fundraising and philanthropic organisations, advocacy groups, other institutions both nationally and internationally, and alumni groups, which result in research collaborations, commercial partnerships, donations, community events, advocacy and direct support to external organisations.

Part of the Faculty's commitment to our community is expressed in our inclusion of community/stakeholder input in the development of our programmes, and our commitment to disseminating research results.

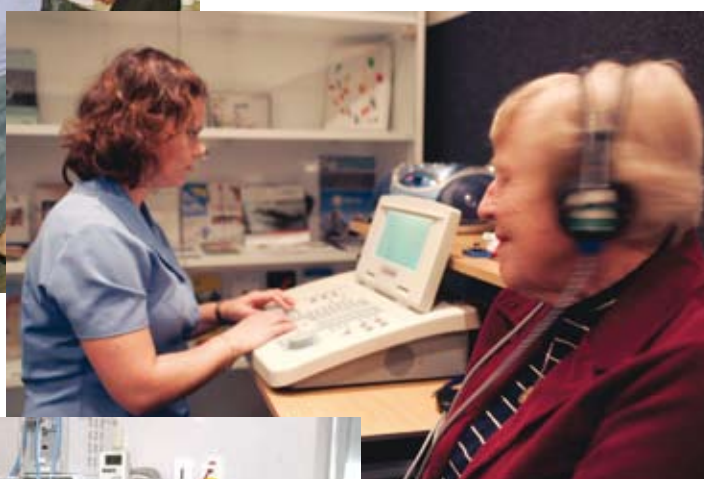
Our community service takes a number of forms. It includes staff involvement with relevant community organisations, staff pursuing their professional careers outside of the University, and contribution to and provision of clinics. Many of our staff also combine their roles in the Faculty with roles in a clinical capacity. This is valued, and necessary, but balance must be maintained.

One of our first tasks will be to engage in discussion and to reach further consensus on what service means to the Faculty.

Finally for the Faculty to flourish within the wider University environment our staff must play their role in the governance of the University. This includes, but should not be limited to, representation on and chairing of University committees.

## Our priorities and goals to achieve excellence in service:

19. Recognise the value and role of service, including service within the wider University, and ensure the level of service is appropriate, sustainable and balanced against the needs of teaching and research. *(11) (12) (16)*
20. Use the service commitment of our staff to positively address issues of inequalities in health outcomes and access to health care. *(10) (11)*



**Feedback:**

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