

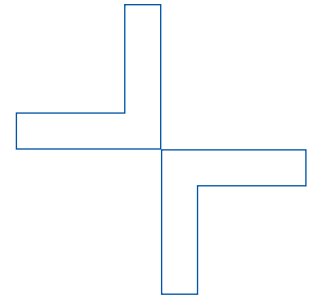


Te Puna Rangahau

UniServices Strategic Plan
2021-2025



Te Puna Rangahau



Like a spring rising from the earth to nourish the land, our strategy is to turn the ever-flowing stream of research at the University of Auckland into knowledge & impact - bringing Ideas to Life.

Our awa (river) is the Waipārūrū, which streams from the earth through to Tōangaroa (Mechanics Bay), is representative of the prodigious depth and breadth of research at Waipapa Taumata Rau (The University of Auckland). Our role at UniServices is to nurture and grow new springs and rivulets rising up to join the University's research river at its headwaters and, downstream, to draw from the flowing river the new knowledge and expertise required to spread the benefits and impacts of a healthy and vibrant river of knowledge as widely as we can.

Our new strategy, **Te Puna Rangahau**, where Puna is a spring of water gushing from the earth and Rangahau is research, is based on both our contribution to growing and protecting the river of new knowledge and our role in delivering impacts for our partners and our communities,

for Aotearoa New Zealand, and for the wider world beyond. By taking full ownership of our role as one of the stewards of the waters of knowledge and coming together to make our best contribution to the health and growth of our river, we will achieve our vision for 2030.

The **Te Puna Rangahau** strategy is as simple in concept as it is transformative in its intent: we will come together to embrace the whole river of research leading to a more comprehensive portfolio of impacts arising from research at the University of Auckland. To achieve our strategy, we will have to transform the way we support and nurture the entire journey from the initial idea all the way to impact; changing the way we create opportunities, share ideas, and engage with our partners and our customers - transforming the impacts we make in the world.

Our purpose

Making globally transformative impact by
championing academic research and translating it
into innovation in Aotearoa New Zealand

What we do

Honoa te tangata ki te tangata, te tangata ki te taiao,
te tangata ki te rangahau, rangahaua kia whai hua.

Linking people to people, people to the world around us, people
to research, research that brings ideas to life.



Kaihono

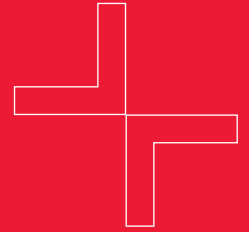
We serve as the kaihono (those who join and link people to people, and people to projects) by bringing together partners in academia, business, government and our communities to enable world-class research and innovation.

Whakatupu

We nurture (whakatupu), translate and commercialise the ideas and intellectual property that arise from the University of Auckland's leading researchers and scholars.

Ideas to life

We build new knowledge and solutions
for the future through research.



Our values: The way we work

What we do at UniServices is underpinned by our values that guide the way we work.

Whanaungatanga

Partner with Purpose

We aspire to partner purposefully with others by caring authentically about their cares and aspirations.

Manaakitanga

Pursue with Passion

We back up our commitments with energy, courage and action to stay ahead of the curve in research and innovation.

Puāwaitanga

Create the future

We are constructively dissatisfied with the status quo and aspire to a better future through our actions in research and innovation.

Kaitiakitanga

Protect the future

Valuing stewardship and guardianship and our relationship with the natural world



Our 2030 Vision

**Global, sustainable impact
from transdisciplinary,
integrated research
& innovation in
Aotearoa New Zealand.**

A message from the CEO



E aku waka pītau whakareia, e aku waka wāwahi ngaru, koutou i tere mai i te tahatū o te rangi Tēnā koutou katoa.

To all navigators upon each waka whose prow breaks through the waves and speeds towards the horizon, I acknowledge you all.

The 2021-2025 UniServices strategy **Te Puna Rangahau** is inextricably linked to **Taumata Teitei**, the University of Auckland's new strategy. **Te Puna Rangahau** calls on us to take our place as agile, nimble, risk-takers who maximise the impact that University research has on society. It is our guide to achieve our vision in 2030.

In pursuit of achieving **global, sustainable impact from transdisciplinary, integrated research and innovation in Aotearoa New Zealand in 2030**, the ways in which we focus our attention – across our disciplines and combining the contributions we can each make together – will be key to our success. As restless innovators, we have set the bar high.

Our core capabilities, which support the flow of research through to impact on behalf of the University of Auckland, remain the same. And with more than 30 years under our belt, we know how to do this.

The challenge before us now is – **maturing the way we work by transitioning from a relatively unconnected set of parallel streams from research to impact into a single, vibrant, and sustainable river of opportunities** for the protection, development and deployment of research-related intellectual property that values impact outcomes in balance with financial returns. By doing this, we will be better positioned to realise the full breadth and richness of opportunity created by the University of Auckland's research engine.

If we want to achieve transdisciplinary, integrated research and innovation, we must also be transdisciplinary and innovative in the ways we work together.

If we want to grow our ability to realise impact from research, we must expand our measures of impact and take a broad, integrated view right across the rich breadth and depth of research touchpoints.

That is why our strategy, **Te Puna Rangahau**, centres on nurturing a one river/one portfolio approach to what we do, for only by doing so can we reach our full potential as the stewards of the river of opportunities: growing, shepherding and nurturing the flow in the river of knowledge flowing from research, deploying it to best advantage and harvesting the returns for the betterment of society.

The purpose behind our strategy is also why our people at UniServices are considered first and foremost in our strategy and vision. We could not do this without you, and without the support of the University of Auckland.

I look forward to working with you all on growing our impact together.

E tika ana te kōrero, Whāia te iti kahurangi, ki te tuohu koe me he maunga teitei.

Seek the treasure which you value early, if you should bow your head, let it be to a lofty mountain.

**Ngā mihi mahana,
Dr Andy Shenk**



Our 2030 Vision

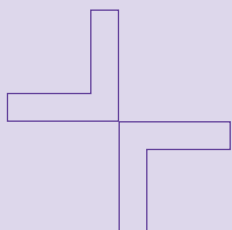
Vision 2030:

How will we know when we have got there?

Global, sustainable impact from transdisciplinary, integrated research and innovation in Aotearoa.

In 2030, our success at growing a unified river of knowledge from research through to impact will be a key differentiator that sets UniServices and the University of Auckland apart from its peers in Aotearoa and the Asia-Pacific region.

By leveraging our unique position and implementing our *Te Puna Rangahau* strategy, we know we will be there when we are:



- **Working as one team**
 Our collective capabilities are the most powerful when we apply them as a whole. We will unleash talent both at UniServices and the University and prioritise our efforts to deliver the greatest impacts for our customers and stakeholders.
- **A sought-after, trusted partner**
 For our customers who fund, carry out and invest in research and innovation.
- **Innovating as a way of working**
 In everything we do, including innovating on ourselves and how we work together and with our customers and stakeholders.
- **Introducing and growing new product and service revenue streams**
 Earning 50% of revenue from new areas launched in the preceding five years.
- **Independently sustainable**
 Achieving financial self-reliance and earning more freedom in investing and growing the research that leads to impact.

Vision 2030:

What will we look like when we have got there?

World-leading research at Waipapa Taumata Rau will be growing and thriving.

Our portfolio of game-changing impacts on society in Aotearoa will be more than twice the size it is today.

We will be seen as leaders in impact investing here and overseas.



Enabling transdisciplinary impact through our unique position

As a wholly-owned subsidiary of the University of Auckland, we are both of the University while also reaching outside the University. We are fully a part of the University family, yet we also have our own identity and our own ideas for how best to contribute to the whole of the river of knowledge and exceed the expectations placed on us. UniServices was created to take more risk, be more agile and to focus on bringing the outside world in to the University environment as well as help take the brilliant research of the University out into the world. That is what we aim to do.

Our vantage point enables us to see the broad landscape of research and future possibilities for research impact from more than one point of view, and we can make connections that might otherwise be difficult to make.

It also gives us an overarching view across disciplines, fields, categories and markets that is essential to the formation of a truly transdisciplinary approach to growing research leading to translation and impact.

On behalf of the University of Auckland, we are responsible for making the best possible contribution we can in the areas for which no-one else can be responsible, and you will see these specific opportunities from the University's **Taumata Teitei** Vision 2030 and Strategic Plan 2025 outlined in the pages following. You will also find our UniServices goals articulated, encompassing our aspirations and direct support of the University's goals.

Perhaps there has never been a greater need in society for the benefits and impacts that high-quality research can contribute to the many challenges and opportunities that we all face. Together with the University of Auckland, at UniServices we create globally transformative impacts through our distinctive strengths in world-leading research and collaborative partnerships, inspired by the unique position of our University in Aotearoa New Zealand and the Asia-Pacific region.

Towards one river/one portfolio of knowledge:

UniServices strategic priorities 2021 - 2025

Spanning the process from research investment through to research impact, our position as Kaihono gives us a unique opportunity to bring the perspectives, needs and insights of people in industry and in the community to the beginning of the research journey at the headwaters of the river of knowledge, and in turn to connect the ideas and new knowledge

born out of that research back to industry and the community to create value for end users.

Our 2021 – 2025 strategy will unify and strengthen our ability to support the full spectrum of research through to impact by taking a ‘one river/one portfolio’ approach.

One unified stream for translating research into impact

We will transition from a relatively unconnected set of parallel streams to a single, high-throughput flow for the protection, development and deployment of research-related intellectual property through all of our externally-facing channels.

The UniServices Executive Leadership Team (ELT) has begun working in this way, especially in the collective ownership of large, high-impact opportunities. Now our 2021 – 2025 strategy will make this way of working business as usual across UniServices.

Collectively, the ELT will own and manage the flow through the river of knowledge to generate the best overall returns (measured by balanced scorecard) for UniServices and the University.

If we more fully leverage the vast breadth of opportunity that is created by the research of the University, then we will expand our ability to translate the very best of research into impact and our financial and societal aspirations should be within reach. Bringing our strategy fully to life will require active investment of our ideas and effort, our balance sheet, and our relationships with researchers and with our external customers.

2021 to 2025 strategic priorities for UniServices

Our strategic priorities are crystalised by UniServices' shareholder expectations and the strategic priorities of the University's Strategic Plan 2021-2025 Taumata Teitei. The University expects us to:

- Grow research revenues while living within our means.
- Manage profitability of our business units to deliver $\geq 4\%$ profit on a portfolio basis.
- Grow an impactful commercialisation portfolio while living within our means.

As such, our strategic priorities are closely aligned to these requirements:



Priority 1

Developing enduring, integrated programmes of research, translation and commercialisation that address domestic and global issues and opportunities.

We will do this by:

- Raising our engagement with iwi groups/the Māori economy to insure we are tapping into the streams of knowledge that will best deliver the impacts that Māori are seeking.
- Delivering new research streams through international collaborations where we truly have something unique to offer.
- Maximising our research footprint through thought leadership and collaboration across Aotearoa New Zealand.
- Establishing and growing significant research partnerships with industry.

Priority 2

Continuing to grow the translation of research into impacts.

We will do this by:

- Expanding our definition of successful innovation and commercialisation to include diverse routes to market, delivering both financial and non-financial returns.
- Identifying synergy benefits across all of our lines of business and expanding on our underlying research strengths. Adapting our offerings to better meet the current and future needs of New Zealand clients, with special emphasis on Māori and Pacific communities.
- Continuing to expand the innovation and commercialisation ecosystem to increase the sustainability of research-inspired impacts in Aotearoa.

Example measures of success

- Research revenue growth
- Average size of research contract
- Research contract renewal rate
- Research impact
- Recycle rate of IP and businesses back into research
- Customer Satisfaction/Net Promoter Score
- Branching rate of patent family trees
- Financial and societal returns on capital deployed
- Successful Momentum alumni

Taumata Teitei

Alignment with the University of Auckland's Strategic Plan 2021-2025

The UniServices strategy **Te Puna Rangahau** must ultimately contribute to the University's strategy. The University's **Taumata Teitei** Vision 2030 and Strategic Plan 2025 sets out many priorities that call for a major contribution from UniServices; the key areas where we see synergies are laid out in the following sections.

Research & Innovation

UniServices is a major driver of the growth of research and innovation at the University. Working alongside both academics and funding partners, we help turn new ideas for research into funded programmes of work that expands on those ideas and creates significant new knowledge and expertise that we then help translate into impact.

University Priority 1

World class research inspired by our place in Aotearoa and the Pacific

- Identify and invest in targeted international research partnerships that support our transdisciplinary aspirations.
- Deepen and strengthen relationships with Māori and Pacific communities.

University Priority 2

A global powerhouse of innovation, creativity and entrepreneurship

- Boost knowledge mobilisation, research translation and commercialisation.
- Invest in university-industry collaboration in transdisciplinary priority areas and where we have demonstrated global competitive strength or potential.

University Priority 3

Relevant, purposeful, impactful research for our communities

- Be a research partner of choice for industry, policy makers and community organisations.
- Upskill and build capability of staff in research impact, engagement and science communication.

University Priority 4

Ambitious research confronting humanity's greatest challenges

- Focus investment to recognise our transdisciplinary priorities and existing areas of proven strength.
- Foster collaboration and create opportunities for cross-disciplinary collegiality through social or intellectual interaction.



Partnerships & Engagement

From business development at the beginning of the research-to-impact stream through to commercialisation and business delivery to our partners in the market, UniServices contributes to the creation, development and extension of partnerships and engagements with external parties across New Zealand and farther afield. The Partnerships & Engagements section of the University's Strategic Plan identifies many priority areas in which UniServices can make a major contribution to support the University's objectives in these areas:

University Priority 1

Strengthen and deepen our relationship with tangata whenua

- Collaborate with tangata whenua to co-develop a framework built on Māori values, to support our mutual commitment to deep and ongoing research and impact partnerships.
- Develop focussed workplans with mana whenua in Tāmaki Makaurau and other regions to achieve shared research and impact outcomes.

University Priority 2

An ambitious and relevant partner that is globally networked

- Develop a values-led framework to identify, prioritise, resource and manage global and local research-to-impact partnerships that are strategically aligned, diverse and ambitious.

People & Culture

The UniServices Vision for 2030 has two key elements that focus on our people and the culture we create together in the company:

- Working as one team and unleashing talent.
- Innovating in everything we do, especially on ourselves and how we work together.

These two elements resonate with the People & Culture and Enabling Environment sections of the University Strategic Plan 2021-2025:

University Priority 1

Live our values and purpose

- Define and deploy our values in practice.
- Revise HR policy, practice and programmes to support and empower staff and leadership to enact our values.
- Provide training, development and support to enable staff to work in cross-functional, open and collaborative ways.

University Priority 2

Develop a future-ready workforce

- Undertake a detailed company-wide workforce planning exercise to inform our current and needed staff profile, expertise, work practices and behaviours across all areas.
- Co-create a UniServices 'people experience' that responds to the needs and aspirations of current and future staff.
- Review HR policy, practice and programmes to ensure continuing workforce and workplace evolution to meet current and emerging social, physical and digital modes of operation.



University Priority 3

Activate manaakitanga, whanaungatanga and kaitiakitanga across our People and Culture practices

- In the context of workforce planning and in collaboration with Māori community leadership and staff, develop signature programmes that facilitate an environment that is mana-enhancing for Māori, promote an understanding of our place in Aotearoa New Zealand, and enable all of our people to engage with Māori internally and externally.

University Priority 5

Aspirational and inclusive leadership

- Develop a values-based leadership and leadership-training framework that:
 - Recognises and supports distributed leadership across UniServices.
 - Clearly articulates expectations and provides associated development for current and emerging leaders.
 - Supports succession planning.

Enabling Environment

Like our colleagues in the University, staff and UniServices are committed to creating a more sustainable way of working together and interacting with all of the communities and groups that we serve. We are strong supporters of the University's continuing commitment to sustainability and see that we can contribute to many areas, particularly in Priority 5:

University Priority 5

A commitment to achieve net-zero carbon status and to publish meaningful metrics of UniServices' progress towards overall sustainability

- Clear commitment to achieve net-zero carbon status, alongside the University.
- Carbon accounting, resource consumption and SDG measures will be established, tracked and made widely available.
- Informed by Kaitiakitanga, develop and implement policy, processes and a workplan for ethical and sustainable operations.



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IDEAS TO LIFE RANGAHAU KIA WHAI HUA

