

Te Herenga Waka  
Victoria University of Wellington

# Strategic Plan

2020–2024



VICTORIA UNIVERSITY OF  
**WELLINGTON**  
TE HERENGA WAKA

**CAPITAL THINKING.  
GLOBALLY MINDED.**  
MAI I TE IHO KI TE PAE





# Vice-Chancellor's introduction

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The 2020 Strategic Plan builds on the accomplishments of the previous Strategic Plan that revitalised the 'civic university' tradition on which our university was founded. This tradition was reinvigorated with the global outlook of a modern capital city and the Strategic Plan redefined the local-civic university as the global-civic university. In so doing, we highlighted our commitment to civil society and global citizenship, and affirmed our intent to prepare critically and culturally informed, globally confident, civic-minded graduates.

This international perspective underpins and reinforces our commitment to our location—Wellington, Aotearoa New Zealand, and the wider Asia-Pacific region.<sup>1</sup> This is our tūrangawaewae—the place in which we stand—a place that defines our institutional identity and our future. We bridge the local and the global by ensuring that communities throughout this region benefit from our research and teaching excellence.

The 2020 Strategic Plan adapts to the challenging strategic context of the University, yet it is unreservedly ambitious. Our ambition is in keeping with the world-class quality of our institution and our determination to make a prominent contribution to addressing the major challenges that face our nation and our world.

The Plan commits us to uphold a set of institutional values and enunciates our vision and our purpose in society. It draws on our bicultural heritage and a constitutional framework enriched by Te Tiriti o Waitangi. The Plan comprises strategies that span the quality of our research, teaching, and student experience. It focuses on inclusivity, on our engagement with communities, on our place in the Asia-Pacific, and it promotes actions that will transform the way we work.

The development of this Plan has required us to pause to consider what defines our university and

its future. We are a global-civic university with our marae at our heart. This essence is further defined by our heritage and our tūrangawaewae, and manifests in our current position as Aotearoa New Zealand's globally ranked capital city university. Our vision is to be a world-leading capital city university and one of the great global-civic universities. It is time to confidently set about making this happen.

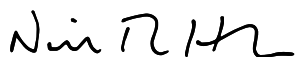


Professor Grant Guilford  
Vice-Chancellor

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<sup>1</sup> Defined for these purposes as Australasia, Asia, Oceania, and the Pacific Rim, including the Americas, Antarctica, and the Southern Ocean.

The Strategic Plan was confirmed by Council at its meeting on Monday 14 October 2019 and signed on behalf of Council:



Neil Paviour-Smith  
Chancellor





# Strategic context

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The University operates in a rapidly globalising tertiary sector characterised by the emergence of elite university brands capable of operating across borders through various forms of transnational education. To thrive in this sector, a university must have an identity that is respected, clearly differentiated from other universities, and distinguished by attributes that matter to its staff, students, and communities.

Universities in New Zealand provide uniformly high-quality education of which the nation can be justifiably proud. However, it is becoming increasingly challenging to sustain this quality. Public funding has been falling behind rising costs for decades. The chronic impacts of these budgetary policies are currently compounded by declining numbers of domestic school leavers.

Universities have responded to these financial challenges in part by striving to attain scale through internationalisation. Constraints and challenges to internationalisation are emerging. The international market is increasingly more competitive. Most prominently, academic standards must be protected while the learning needs of international students and the talent requirements of their countries must also be considered. Maintaining the social licence to teach international students and avoiding unacceptable levels of financial risk are developing concerns.

The time-honoured operating models of universities are also changing. There is a trend toward disaggregation of research-led teaching and increasing mission-led multidisciplinary research. There is also a greater reliance on online or blended education and lifelong learning.

Demand is increasing for culturally responsive pedagogies of deeper resonance with Māori, Pasifika, migrant, and international students.

Inspiring leadership to manage the externalities of universities and to address the existential threats of poor planetary stewardship is essential.





# Te Herenga Waka—Victoria University of Wellington

## Vision

To be a world-leading capital city university and one of the great global–civic universities.

## Heritage and position

Founded in 1897 as a civic university in support of Wellington and embedded in a constitutional fabric framed by Te Tiriti o Waitangi. Now positioned as Aotearoa New Zealand’s globally ranked capital city university.

## Values

Our core ethical values are respect, responsibility, fairness, integrity, and empathy. With, and as, tangata whenua, we value Te Tiriti o Waitangi, rangatiratanga, manaakitanga, kaitiakitanga, whai mātauranga, whanaungatanga, and akoranga.

## Purpose

Our shared purpose is research, teaching, and engagement that transforms lives.

## Iho and distinctiveness

We are a global–civic university with our marae at our heart. This iho (essence) is further defined by our heritage and by our tūrangawaewae—in particular Wellington, Aotearoa, and the Asia–Pacific. Our unique attributes stem from our values and our capital city location.

## Strategies

Ambitious research  
for transformative  
impact

Education preparing  
students for an  
extraordinary life

Engagement that  
deepens relevance,  
impact, and reputation

Equitable outcomes  
for all

Belonging to the  
Asia–Pacific region

Transforming the  
way we work







# Vision statement

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Te Herenga Waka—Victoria University of Wellington will be a world-leading capital city university and one of the great global–civic universities.

This vision is expressed in brief as ‘Capital thinking. Globally minded. Mai i te iho ki te pae’.

As a world-leading capital city university, we play a prominent role in the life of Wellington and beyond. We lead thinking on the major issues that affect the environmental, societal, cultural, and economic wellbeing of Aotearoa New Zealand, the Asia–Pacific, and the wider world.

As a global–civic university, we ensure our research and teaching are both locally relevant and internationally significant. We expect to rank within the top 1 percent of the world’s universities.

Central to this vision is our commitment to being a values-based university, to sustainability, and to honouring Te Tiriti o Waitangi, te Reo Māori, mātauranga Māori, and our relationships with iwi and iwi-related organisations. As such, we are a global–civic university with our marae at our heart, defined by our heritage and our tūrangawaewae, and with unique attributes that stem from our values and our capital city location.

We pursue ambitious research designed to challenge the status quo. We leverage our research strengths and the distinctive advantages and opportunities that Wellington provides to deliver transformative outcomes.

Our university is a place where learning flourishes and where people are helped to transform society. In partnership with Wellington, we provide an unrivalled student experience.

We build trusted and enduring partnerships with alumni, benefactors, and communities. We have a strong sense of belonging in the Asia–Pacific and exert substantial intellectual influence in the region.

We are critically engaged with diverse perspectives and world views. Our university community is inclusive and reflects the diversity of Aotearoa New Zealand’s population. We are proud to have staff and students with a broad range of experience, knowledge, cultures, and backgrounds, from here and overseas.

We rise to the challenge posed by the rapid transformation in the global tertiary education sector through willing and enthusiastic responsiveness in our policies, practices, and operational models to the changing needs of our staff, students, and communities. In so doing, we retain our distinctiveness as a values-based, research-intensive university that employs processes and systems that empower our staff and students.

Our university has a financially and environmentally sustainable operating model to fund world-class teaching and research and to protect our institutional autonomy for the long term.





# Heritage and position

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Aotearoa New Zealand is a multicultural, democratic, egalitarian society, with deep roots in the Pacific and Europe, directed towards an Asia-Pacific future. The University was founded in 1897 and draws deeply on a constitutional framework enriched by Te Tiriti o Waitangi.

A prominent motive for the establishment of the University was the pressing need for Wellington to be supported by a public university. Our character as a ‘capital city university’ was first suggested in 1886 by our founder, Robert Stout: “So far as Wellington is concerned, it is the seat of Parliament and the seat of the Court of Appeal. This city might be prominent for its special attention to jurisprudence, to law, to political science, to history.”<sup>2</sup>

This heritage is reflected in the contemporary position of the University as Aotearoa New Zealand’s globally ranked, capital city university. Consistent with the civic-university tradition, we engage closely with New Zealand’s capital city and the wider Wellington region. In so doing, we engage critically with government, business, communities, and others in an independent and non-partisan manner. Our presence in the capital affords staff and students ready access to political, public sector, legal, diplomatic, cultural, creative, scientific, corporate, community, media, and non-governmental organisations, as well as to the nation’s archived and living heritage—its cultural taonga.

This civic engagement provides the opportunity to enrich national culture and to lead thinking on major issues affecting environmental, societal, cultural, and economic wellbeing. It positions the University to facilitate innovation, entrepreneurship, and sustainable economic growth. And, in keeping with the international connections of Wellington and the University, it offers a valuable opportunity to create bridges between communities and to influence thinking in the wider Asia-Pacific region and global community.

<sup>2</sup> Barrowman, R. *Victoria University of Wellington 1899–1999: A History*. Victoria University Press, 1999.





PACIFIC RAINVA

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COMPOSTING



# Values and commitments

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Our core ethical values are respect, responsibility, fairness, integrity, and empathy.

These core ethical values are demonstrated in our commitment to sustainability, wellbeing, inclusivity, equity, diversity, collegiality, and openness.

With, and as, tangata whenua, we value Te Tiriti o Waitangi, rangatiratanga, manaakitanga, kaitiakitanga, whai mātauranga, whanaungatanga, and akoranga.

As an academic community, we prize excellence, intellectual rigour, critical inquiry, academic freedom, and institutional autonomy.

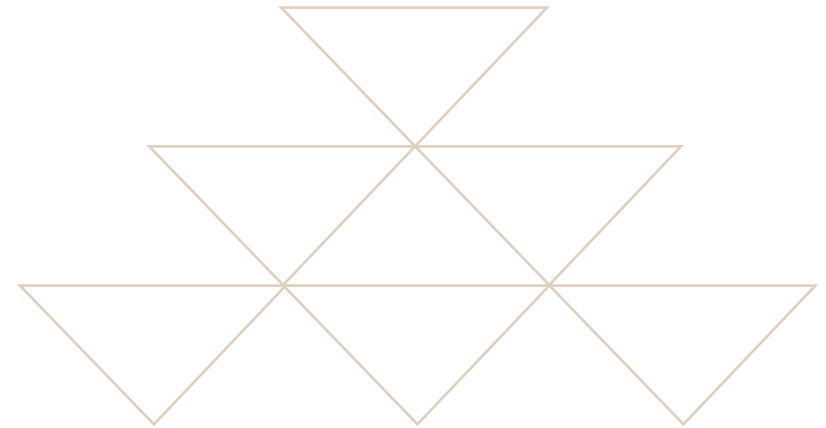
Leadership, curiosity, creativity, and entrepreneurship, whether social, cultural, scientific, or commercial, are at the heart of our capacity to imagine creative concepts, to express new possibilities, and to find new solutions to complex issues.

## Purpose

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Our shared purpose is research, teaching, and engagement that transforms lives.

This is our collective mission in the service of our communities. It expresses why all of us, no matter what our role in the University, come to work each day.









# Iho and distinctiveness

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Te Herenga Waka—Victoria University of Wellington is a global–civic university with our marae at our heart. This iho draws off our heritage and is further defined by our tūrangawaewae—in particular Wellington, Aotearoa, and the Asia–Pacific—all of which are expressed in our position as Aotearoa New Zealand’s globally ranked capital city university.

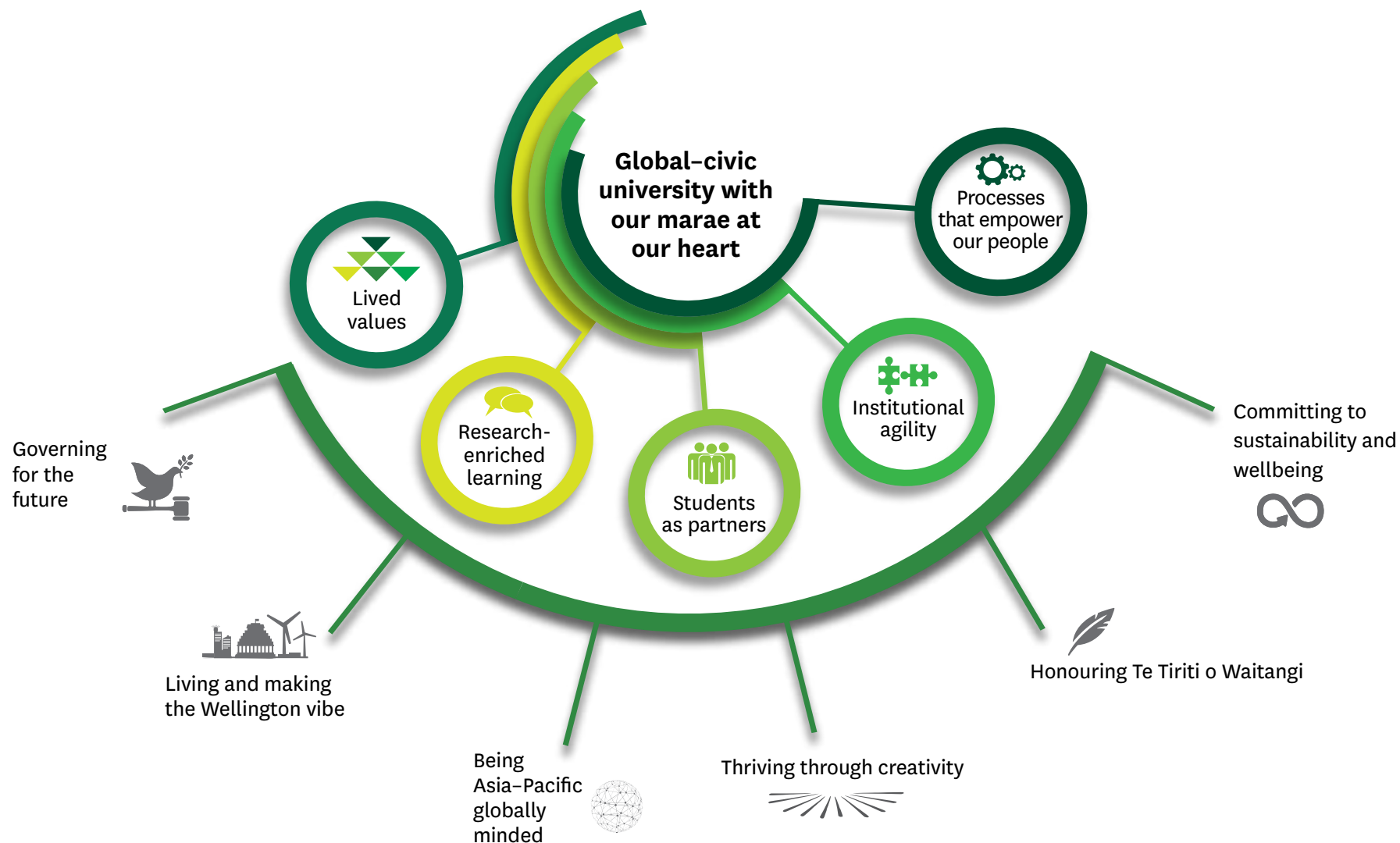
We are further differentiated by aspects of the way we work, including our commitment to being a values-based, research-intensive university that works in partnership with its students. We are an engaged institution aspiring to learn, adapt, and develop with agility, using processes that empower our people.

And finally, our distinctiveness is defined by a number of attributes that matter to our staff, students, and communities. These attributes include governing for the future, living and making the Wellington vibe, being Asia–Pacific globally minded, thriving through creativity, honouring Te Tiriti o Waitangi, and committing to sustainability and wellbeing.

Our distinctive qualities are summarised in Figure 1 and the associated key. These points of difference are leveraged by the strategies outlined later in the Strategic Plan.

# Figure 1: Our capital city university difference

Capital thinking. Globally minded  
*Mai i te iho ki te Pae*





# Key to Figure 1

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## Our iho

Our essence is as a global–civic university with our marae at our heart (see inner core of the figure). This iho is further defined by our heritage and by our tūrangawaewae. At our university, the traditions of British ‘red-brick’ civic universities mingle with mātauranga Māori and tikanga Māori. The centrality of our marae links us to the ancestors of our land and ties us all to the iwi of Aotearoa and to the wider Pacific. The name of our marae—Te Herenga Waka—is also now the Māori name of the University. It means the mooring place of canoes. Symbolically, the marae and wider university are spaces where everyone, no matter where they are from, can ‘hitch their canoe’ and belong.

## Distinctiveness in the way we work

Part of the University’s distinctiveness derives from the way we work (see middle layer of the figure). As a values-based university, institutional decisions and workplace behaviours are guided by the University’s values. Three distinctive examples of this values-based approach are our commitment to sustainability, being a restorative university, and a health-promoting university.

Research-led teaching is the defining feature of all universities, and we are New Zealand’s most research-intensive university.<sup>3</sup> Our students are more likely than in any other university in the country to be taught by a leading research-active academic. Research enriches our teaching with cutting-edge knowledge and methods. Research-led teaching injects the pursuit of knowledge with the enthusiasm of our society’s modern-day explorers.

Our students are partners in their learning. They are closely involved in leadership at all levels of the institution—from decisions by the University Council affecting the entire institution to decisions by programmes affecting individual academic courses. Students and staff also partner to achieve societal change. This is a particular feature of student life in the capital city—the ability to make a difference through activism.

We are an engaged institution aspiring to learn, adapt, and develop with more agility. We recognise that the ability to sense, seize, and transform our futures requires empowering processes and systems that are efficient and effective. The wellbeing of our staff and students is paramount.

## Distinctive attributes

The University’s distinctiveness is further defined by a number of particular attributes that matter to our staff, students, and communities (see outer ring of the figure).

### ***Governing for the future***

We operate in the dynamic interface of crown, town, and gown; a place where hīkoi end, law and public policy are made, and activism flourishes. Locally, nationally, and internationally, we work to develop the policies and processes we need for future wellbeing. We have strong relationships with governments, business, iwi, and communities, while also valuing our role as ‘critic and conscience’ of society.

### ***Living and making the Wellington vibe***

Wellington city is our campus. Wellington is a vibrant, edgy, culturally diverse, and highly connected city packed with leaders, achievers, entrepreneurs, creators, thinkers, dreamers, doers, and lovers of life. It is often wild, sometimes calm, but always alive with an energy and enthusiasm that makes this city the place of the possible.

### ***Being Asia–Pacific globally minded***

We are strategically positioned in the dynamic Asia–Pacific region. This region sustains the University and it increasingly defines our future. As befits a capital in this region, an Asia–Pacific perspective frames the global mindedness of our city and university. We undertake research relevant to the region and educate civic-minded, globally confident graduates who will contribute to the Asia–Pacific region and beyond.

### ***Thriving through creativity***

Creativity defines our city and our university. We foster the capacity of individuals and communities to imagine and to express new possibilities through creative activity. This is the genius behind great art, great music, great writing, and great design. It is the curiosity and insight behind major discoveries, transformative inventions, and new solutions to complex problems. It is the entrepreneurship that establishes new businesses. It is inspiration, it is innovation, and it is leadership. That is what this and other great universities do.

### ***Honouring Te Tiriti o Waitangi***

Our respect for Te Tiriti o Waitangi and mātauranga Māori motivates us to influence and inform societal change for the betterment of Aotearoa New Zealand. We embed te reo, tikanga, and Māori knowledge in our university’s activities, including research, learning, and teaching. Our taihonoa partnerships with iwi and other Māori organisations allow us to learn together. We have the experience and confidence to lead on matters of importance to indigenous populations worldwide.

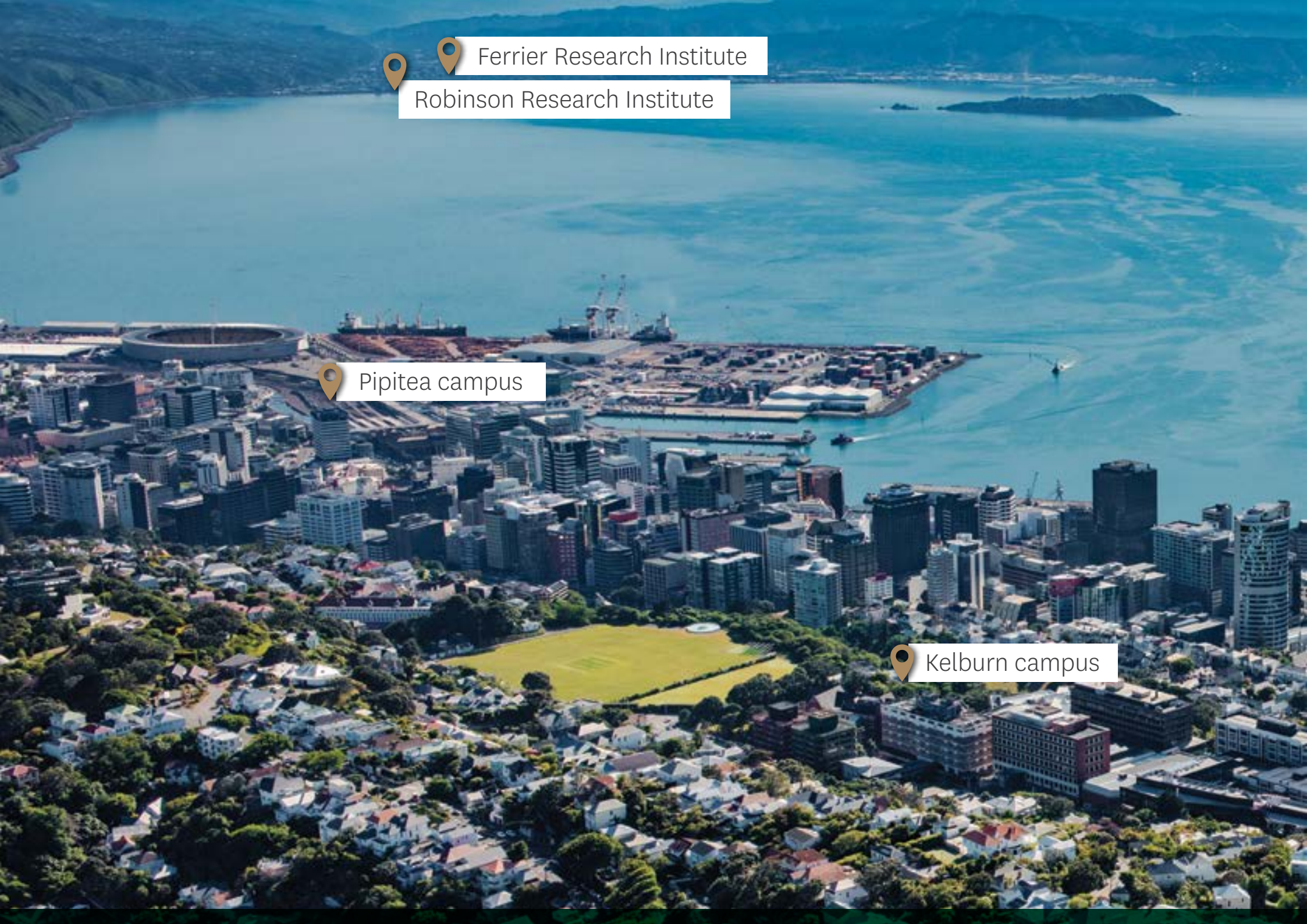
### ***Commitment to sustainability and wellbeing***

We live around a beautiful harbour, in the world’s most liveable and environmentally pure major city.<sup>4</sup> We treasure the unique natural heritage in which we are immersed. We are committed to the Sustainable Development Goals, to leading sustainability initiatives for local communities, and to improved planetary stewardship in order to secure the wellbeing of future generations.

<sup>3</sup> [www.wgtn.ac.nz/research/strengths/performance-and-rankings](http://www.wgtn.ac.nz/research/strengths/performance-and-rankings)

<sup>4</sup> [www.wellingtonnz.com/about-wellingtonnz/media/newsroom/wellington-the-most-liveable-city-in-the-world-full-of-nooks-and-grannies/](http://www.wellingtonnz.com/about-wellingtonnz/media/newsroom/wellington-the-most-liveable-city-in-the-world-full-of-nooks-and-grannies/)



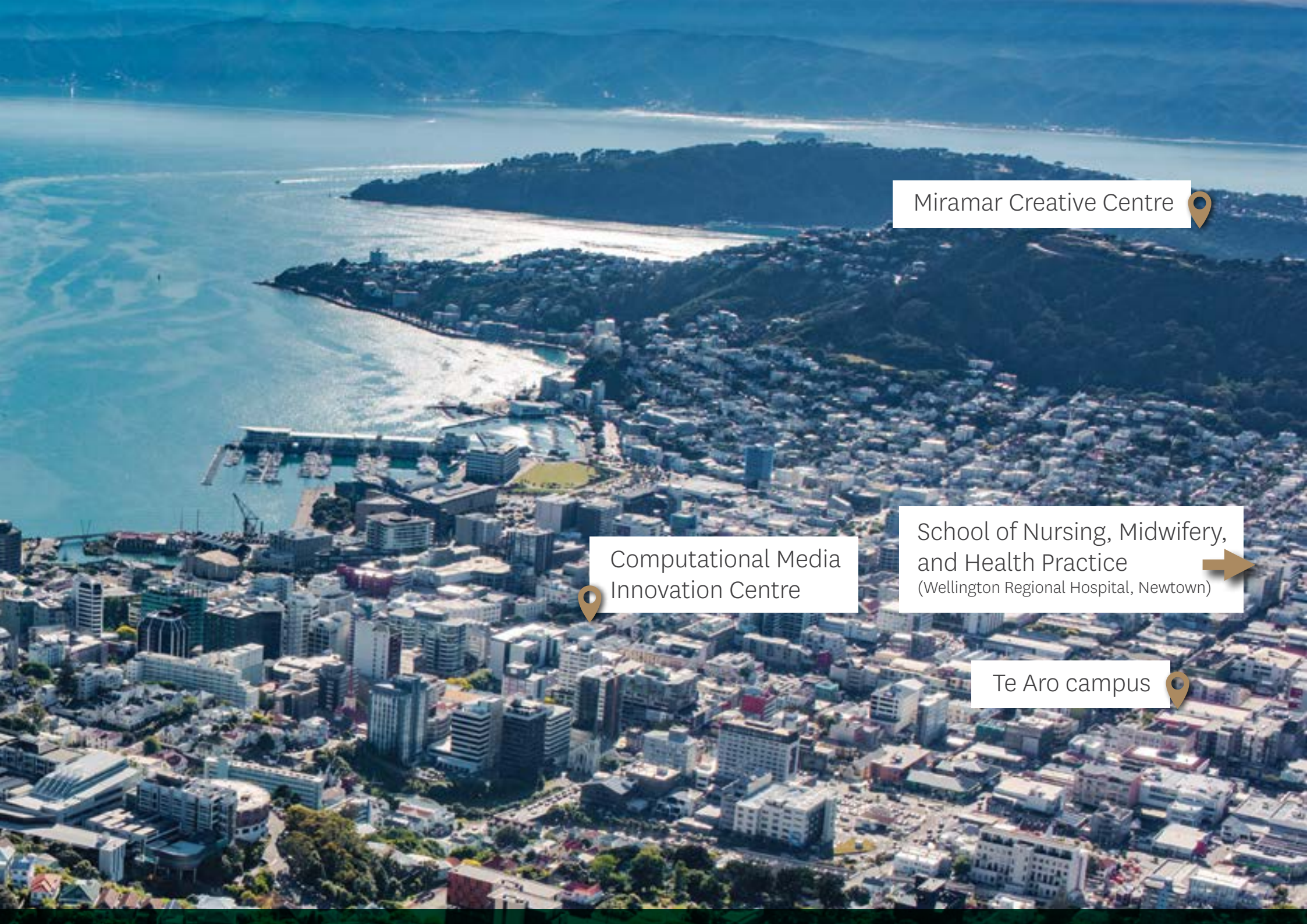


Ferrier Research Institute  
Robinson Research Institute

Pipitea campus

Kelburn campus





Miramar Creative Centre



Computational Media  
Innovation Centre



School of Nursing, Midwifery,  
and Health Practice  
(Wellington Regional Hospital, Newtown)



Te Aro campus





# Strategies

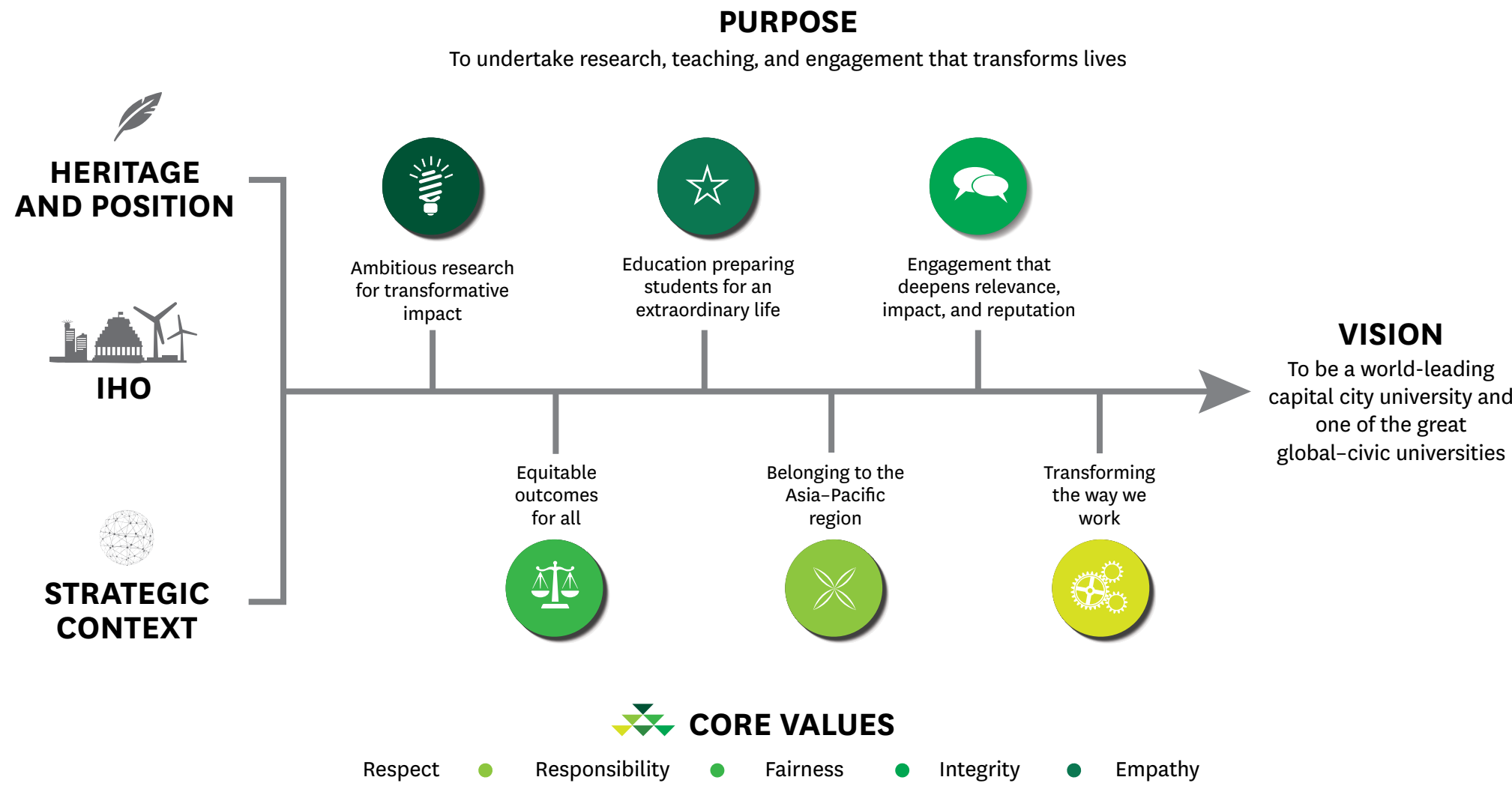
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Our six inter-related strategies will support the University to achieve its vision of being a world-leading capital city university and one of the great global-civic universities. They draw off our heritage, position, iho, and strategic context. They assist us to make the right choices in a resource-constrained world while remaining true to our values and aligned with our purpose (see Figure 2). The distinctive qualities of the University are leveraged in each of the strategies.





Figure 2: **Our strategic plan**







# The six strategies

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## Ambitious research for transformative impact

***Whai mātauranga—we nurture intellectual curiosity that pushes the boundaries of new knowledge and enhances the world around us.***

The University pursues ambitious research designed to challenge the status quo. We leverage our research strengths, and the distinctive advantages and opportunities that Wellington provides, to enrich the learning of our students and to deliver transformative outcomes for our city, our nation, and the world. Our research vigour, distinctiveness, and quality are recognised internationally.

Our distinctive approach builds on our location in Aotearoa New Zealand's political and cultural capital, on our proximity to internationally respected centres of creativity, and on the significant value that we gain from bringing mātauranga Māori to bear on both basic and applied research activity across the disciplines. Our research is perfectly positioned to share Aotearoa's distinctiveness within the Asia-Pacific region and beyond.

We support our people to ask bold questions, pursue innovative solutions, and to imagine different ways of understanding the human condition. We recognise that research without risk seldom results in the kind of transformational outcomes needed to meet the challenges of today and the opportunities of tomorrow. We attract global scholars, from postgraduate researchers and early career academics to senior research leaders, to develop the diversity and scale required to deliver high-impact research across the breadth of scholarship at the University.

We recognise that major challenges require deep collaboration across traditional academic disciplines and with partners outside academia. Our strategic focus, therefore, supports and leverages existing and emerging areas of excellence from across the University to form a suite of multidisciplinary research programmes at a scale and intensity to deliver fundamental and transformative impact. We also strengthen existing international collaborations and develop selected deep, global partnerships to create dynamic and diverse environments that sustain transformative research initiatives over the long term.

By 2025, our ongoing commitment to ambitious research will have:

- prepared the University to once again lead the national research quality rankings with the highest proportion of academics conducting high-quality research
- improved external research income to \$100 million per annum, with 60 percent derived from public and private sources outside the New Zealand Government contestable funding schemes
- increased co-authorship or co-creation of research outputs with colleagues external to the University to 70 percent of research outputs
- resulted in 60 percent of our Scopus-indexed publications being in the top 25 percent of journals<sup>5</sup>
- lifted new invention disclosures to 75 per annum
- doubled the number of research postgraduate students.

<sup>5</sup> Journal percentiles according to Source Normalized Impact per Paper (SNIP).





## Education preparing students for an extraordinary life

***Akoranga—we value the knowledge that both students and staff bring to the university experience and recognise that greater understanding grows out of shared learning.***

The University is a place where learning flourishes and helps people transform society. We grow the capability, skills, and confidence of undergraduate, postgraduate, and lifelong learning students. We support them to be creative, informed, and innovative, and to pursue their passion and excel in their chosen area of study.

In partnership with Wellington, we provide an unrivalled student experience. Our students feel a sense of belonging to a vibrant and inclusive university and civic community. Our connection to the political and creative heart of the nation gives our students unique insights into the forces that shape our country and the world. We partner with students to support their understanding of civic responsibilities, and to enthuse them to contribute positively to society. Our distinctive approach builds on our commitment to a sustainable future for Aotearoa New Zealand and the importance we place on protecting our cultural identities.

We provide distinctive opportunities for our students to immerse themselves in intercultural and international experiences. We integrate academic learning with practical experiences relevant to their chosen career path and with civic experiences that enrich society as a whole. Our teaching programmes are research enriched, interdisciplinary, and created in partnership with our students and communities. We embrace and support undergraduate and postgraduate study and other forms of lifelong learning, reaching out to our communities and engaging them in ongoing education.

Our programmes are designed to ensure our graduates are globally minded, civically engaged citizens, with an understanding of international perspectives, and an ability to engage constructively with different communities.

By 2025, the quality of the learning and student experience will have resulted in:

- retention rates from first to second year of 85 percent
- 95 percent of teachers being assessed as good or very good by their students
- 95 percent of students rating their overall satisfaction with services and facilities as good or very good
- 97 percent of graduates being in employment, further study, or not seeking work within one year of graduation
- sustained growth in student numbers, averaging in excess of 1.5 percent per annum over the Strategic Plan period and with the longer-term goal of reaching a minimum of 30,000 equivalent full-time students
- 26 percent of total students will be postgraduates, with 8 percent research-postgraduate students and 18 percent taught-postgraduate students.





# Engagement that deepens relevance, impact, and reputation

***Whanaungatanga—we grow meaningful and long-lasting relationships that benefit our university communities and beyond.***

The University builds trusted and enduring partnerships with alumni, benefactors, and communities both in Wellington and overseas in keeping with our essence as a global–civic university with our marae at our heart. We have a carefully selected portfolio of partnerships that contribute to, and substantiate, our distinctiveness.

Effective engagement with government, public service, the diplomatic community, and non-governmental organisations is at the heart of our emphasis on governing for the future. Other communities of particular importance include those in the creative and cultural sector, in line with our emphasis on creative impact.

We continue to strengthen our taihonoa partnerships with iwi and iwi-related organisations in support of our commitment to Te Tiriti o Waitangi and closely engage with Pasifika groups to deliver more equitable outcomes.

Businesses, professions, and other employers increasingly seek out our graduates. Work-integrated learning and enriching teaching with practitioner perspectives are central features of our curriculum. We support our communities through non-degree teaching for lifelong learning and through applied research and consultancy. Entrepreneurial engagement to develop new research questions and co-create meaningful innovative economic, social, cultural, and environmental ambitions is commonplace.

We provide a sought-after destination for philanthropic investment by offering donors the opportunity to partner with a university that addresses pressing societal issues.

Outstanding communication of the University's values, distinctiveness, academic quality, and accomplishments strengthens our reputation and attractiveness to students, staff, and partners. It enables our research and scholarship to deliver transformative societal outcomes.

Our public commentary on the issues of the day is increasingly prominent and sought after by national and international media outlets. We value our roles as the 'public intellectual', 'critic and conscience', and 'critical friend', knowing when to use each of these roles to best effect.

By 2025, the effectiveness of our engagement will have:

- resulted in advocacy scores reaching 75 percent or above on surveys of domestic stakeholders, with detractors remaining at less than 2 percent
- helped lift the University to rank within the top 1 percent of the world's universities and within the top 100 universities in at least 20 subject areas of particular relevance to our position as Aotearoa New Zealand's globally ranked capital city university
- resulted in a successful fundraising campaign of \$150 million by 2021.





## Equitable outcomes for all

***Kaitiakitanga—as guardians, we have an active duty to protect and nurture those entrusted to our care.***

As a global–civic university, we are critically engaged with diverse perspectives and world views, actively providing opportunities to broaden people’s experiences. We are a community of students and staff who contribute to an inclusive, robust, environmentally sustainable, and equitable society.

We respect difference and treat all fairly and with respect.

We consciously build our university community in a manner reflecting the diversity of Aotearoa New Zealand’s population and we are proud to have staff and students with a diverse, broad range of experience, knowledge, and backgrounds from here and overseas.

We take responsibility for ensuring equitable outcomes for all by creating inclusive learning environments and development opportunities for students and staff alike.

Our inclusive approach to the design of our learning and research environments also means we tailor support to individual and cohort needs. We work hard to ensure that our students attain their educational aspirations and that they are well prepared to engage in civic futures of local and global influence.

By 2025:

- the composition of our university students, staff, and leaders will fully reflect the gender, ethnic, and cultural diversity of Aotearoa New Zealand
- our identified equity, diversity, and inclusion student and staff groups will actively report better access, inclusion, and support<sup>6</sup>
- student targets will include, but not be limited to, increasing the number of Māori students to 16.5 percent and Pasifika students to 8.1 percent of domestic students
- staff targets will include, but not be limited to, increasing the number of women professors to at least 30 percent, doubling the number of Māori academics, and tripling the number of Pasifika academics across all levels
- all university leaders will have completed equity, diversity, and inclusion training.

<sup>6</sup> [www.wgtn.ac.nz/documents/policy/academic/equity-diversity-and-inclusion-framework.pdf](http://www.wgtn.ac.nz/documents/policy/academic/equity-diversity-and-inclusion-framework.pdf)





## Belonging to the Asia-Pacific region

***Rangatiratanga—we lead and influence around the globe in ways that maintain our excellent reputation and connections.***

The vibrant Asia-Pacific region defines the University's future. We have a strong sense of belonging to the Asia-Pacific and exert substantial intellectual influence in the region.

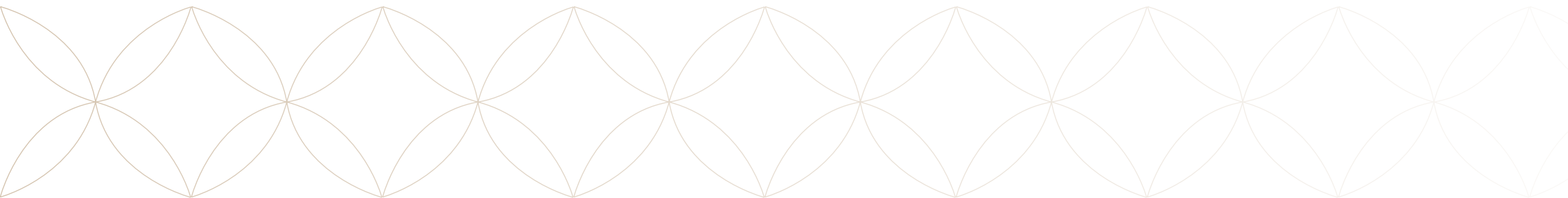
As a global-civic university, we deepen partnerships in this region to bridge the local and the global, and to ensure that inter-cultural and global perspectives are integrated into all aspects of university life.

Our research has particular relevance to the Asia-Pacific region and we educate civic-minded, globally confident graduates who are comfortable living and working in the region and who are supported by an active and engaged alumni network.

We are ideally positioned to influence the policy and practice of governments in the region, particularly as these relate to governing for the future and to sustainability and wellbeing. We are well placed to contribute to the resolution of pressing global challenges as diverse as climate change and regional geopolitical tensions. This requires the University to strengthen its relationship with the public sector and the diplomatic communities in Wellington, while retaining the independence to engage critically with governments in a non-partisan fashion.

By 2025:

- our deepest institutional relationships will be with universities from the Asia-Pacific region
- our domestic students will have significantly more educational exchange opportunities in the region
- students from the Asia-Pacific region will form the majority of an international student body that represents 25 percent of our total student population.







## Transforming the way we work

***Manaakitanga—we are welcoming and generous and operate in ways that enhance the mana of our staff and students.***

The University thrives during the current period of transformation in the global tertiary education sector through willing and enthusiastic responsiveness in our policies, practices, and operational models to the changing needs of our staff, students, and communities. We achieve this way of working by investing in our people, processes, partnerships, property, and scale.

Our people are the University. We foster a vibrant, highly creative, supportive, and inclusive environment that encourages the recruitment, development, and retention of a diverse community of academic and professional staff. We invest in our staff and leadership development to nurture empowered and innovative people and teams throughout the University.

We streamline and automate our supporting services, processes, models, and systems to attain best-in-class standards, and to deliver an outstanding staff and student experience.

We create an intentional portfolio of strategic and tactical partnerships with our Treaty, international, research, and Wellington partners that enhances our distinctiveness, research, teaching, and student experience.

We tackle our property challenges innovatively to deliver on our 'city as our campus' vision. The University will have a far higher profile and presence in Wellington, with a focus on creative spaces and sustainable buildings.

We are undergoing a sustained period of growth and are well on the way to attaining the scale and impact typical of leading public universities, while maintaining our current high standards of quality. In so doing, we will ensure that the University has strong revenues and a financially and environmentally sustainable operating model to fund world-class teaching and research and protect our institutional autonomy for the long term.

By 2025:

- the Staff Engagement Survey's overall engagement score will reach or exceed 80 percent
- no notifiable injuries will be experienced by staff and no serious-harm events will be experienced by students.

By 2030:

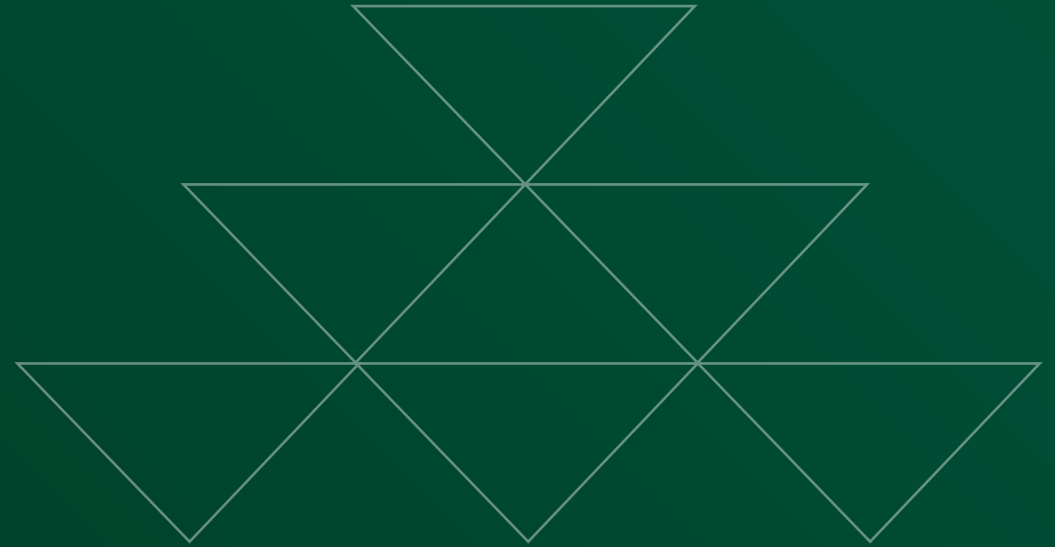
- we will be net carbon zero and will have reduced our gross carbon emissions by 20 percent.





# Implementation

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The Strategic Plan will be reviewed annually during the 2020–2024 period and will be comprehensively revised for each ensuing five-year period. The implementation of the Plan will be guided by a detailed multi-year ‘roadmap’. Progress towards strategic goals will be monitored by way of a comprehensive framework of key results areas. Through this iterative approach, a focus will be maintained on the Plan, ensuring that it continues to meet its purpose and remains appropriate to ongoing changes in the external environment.



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