



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

Mai i te Iho ki te Pae

Māori Strategic Outcomes Framework



Kupu Whakataki - Preface

This Strategic Outcomes Framework sets out our shared commitments to advancing the Māori dimensions of the University's latest strategic mission focussed on connection, collaboration, and community impact. Here, we anchor these aspirations in te ao Māori, the University's Strategic Values and other expressions of the unique strengths and interests of our University's Māori community.

These strategic outcomes also align with key priorities in the Strategic Plan and provide a framework for how we collectively give effect to Te Tiriti o Waitangi and how we embed te reo and mātauranga Māori in the University's work.

Te Herenga Waka—Victoria University of Wellington Strategic Plan

i intranet.wgtn.ac.nz/strategic-plan-projects/strategy-a2-poster.pdf

TE KOROMAKINGA — OUR MISSION

We draw on our whakapapa, knowledge, and place to shape a better future together.

TE WHAKAKITENGA —OUR VISION: KI TE PAE!

A university defined by inspirational teaching, outstanding research, and deep engagement that mobilises knowledge for a better world.

Our Values: Ngā Whanonga Pono

Kaitiakitanga — We care for people and planet with foresight and responsibility.

Manaakitanga — We uplift each other through generosity, hospitality, and respect.

Whanaungatanga — We build meaningful, lasting relationships that support collective success.

Akoranga — We learn together through shared experiences and diverse perspectives.

Whai Mātauranga — We nurture curiosity to push the boundaries of knowledge and improve the world around us.

Each outcome in this framework is shaped by the 3Cs—**Connection, Collaboration, and Community**—and identifies how Māori related activities contribute to a vibrant, values-led institution. There are two types of outcomes: Iho outcomes that are for and led by Māori staff and students, while the Pae outcomes are designed to be actioned and delivered by the wider University.

Outcomes are accompanied by clear explanations of what they mean in practice, providing transparency and direction for implementation across faculties, portfolios, and teams. Indicators are included to monitor progress.

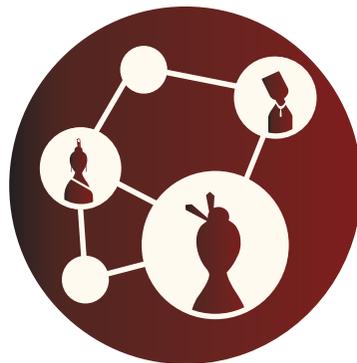
This document is not a checklist—it is a call to action. It invites the University community to work together in pursuit of transformation, centre Indigenous knowledge, challenge systems that no longer serve, and create futures defined by equity, creativity, and collective care.

This Strategic Outcomes Framework forms a part of the broader DVC Māori & Kaitiakitanga portfolio.



Ngā Inenga - KPIs:

The following are the Key Performance Indicators designed for the University Strategic Plan metrics



Connection

- Market Share Domestic EFTS
- Market share Wellington Schools
- Market share of Domestic
- School Leavers nationally
- International Market Share EFTS
- Increase in Work Integrated Learning and internships (late 2025-2026) – Proportion of students in WIL in a year
- Teaching Workload reduced. (metric to be defined)



Collaboration

- Level 7 Commencing Student Retention Rate Across
- Academic Years Overall * PhD completions
- Proportion of courses that have teaching by out- of-school staff



Community

- External Research Income (millions)
- ERI outside NZ Govt contestable schemes (millions)
- Media contributions by staff/ Media Impact/ MIS (Media impact score)

Connection

FOCUS

Valuing and understanding our diversity



Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
<p><i>Our commitment to Te Tiriti o Waitangi and our connection to place to give meaning and influence to the marae at our heart, and support our global distinctiveness</i></p>	<p><i>The marae stands as a vibrant, Māori-led centre of cultural, intellectual, and social life—anchoring the University in te ao Māori and advancing Indigenous scholarship, relationships, and global leadership grounded in tikanga and mātauranga Māori.</i></p>	<p><i>The University actively upholds its Te Tiriti o Waitangi commitments by embedding mātauranga Māori, place-based identity, Māori values and respectful partnership with Māori across all areas of teaching, research, governance, and campus life—strengthening its distinctiveness and shared purpose.</i></p>
<p>What does this mean?</p>	<p>Te Herenga Waka Marae is a dynamic, Māori-led space where ceremony, ritual, scholarship, and community converge—hosting wānanga, symposia, hui, and kaupapa that centre mātauranga Māori and tikanga. As the heart of the University, the marae grounds our academic and cultural identity in te ao Māori, fosters enduring relationships with iwi and hapū, and positions us as a global leader in Indigenous-led research, education, and engagement. It is a place where knowledge lives, futures are shaped, and mana is upheld.</p>	<p>The University gives active effect to Te Tiriti o Waitangi by supporting mātauranga Māori, place-based identity, and Māori values into the fabric of its teaching, research, leadership, and campus experience. This commitment is reflected in its governance structures, curricula, collaborative research with iwi and hapū, and practices that respect tikanga Māori and aspirations.</p>

Indicators
<ul style="list-style-type: none">  Number of events (wānanga, hui, symposia) held at Te Herenga Waka Marae  Number of academic programmes incorporating mātauranga Māori  Māori representation in governance of key University entities and projects  Implementing, monitoring and reporting on iwi/hapū and Māori partnerships

Connection

FOCUS

Valuing and understanding our diversity

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
<p><i>Aspirations that empower, focus, and connect the distinctive strengths of individuals and groups within the University</i></p>	<p><i>Māori staff, students, and communities lead and sustain a connected, culturally grounded academic ecosystem where whanaungatanga, mātauranga Māori, and collective aspiration shape teaching, research, leadership, and identity.</i></p>	<p><i>The University embeds Māori aspirations into its strategies, resourcing Māori-led initiatives, creating pathways, and actively supporting Māori leadership, spaces, and knowledge as core to institutional excellence.</i></p>
<p>What does this mean?</p>	<p>Māori staff, students, and communities are at the forefront of cultivating a culturally grounded academic ecosystem—where whanaungatanga, mātauranga Māori, and collective aspiration guide pedagogy, shape research priorities, and inform leadership. This connected environment nurtures identity, affirms tikanga, and ensures Māori worldviews and values are embedded across all facets of university life.</p>	<p>The University recognises and celebrates Māori excellence across all domains—embedding collective Māori aspirations into strategy and policy, valuing mātauranga Māori as central to its academic mission, and resourcing Māori-led research, teaching, and innovation that affirms mana Māori across the institution.</p>

Indicators
<ul style="list-style-type: none">  Māori-led initiatives funded or resourced annually  Percentage of strategy and policy documents developed with input from Māori  Māori staff and student retention and advancement.

Connection

FOCUS

Valuing and understanding our diversity

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
<i>The connection of ideas across academic disciplines to address pressing challenges and opportunities</i>	<i>Māori researchers, communities, and students lead interdisciplinary, kaupapa Māori-informed initiatives that generate innovative, locally grounded, and globally relevant solutions to the challenges facing Aotearoa and the world.</i>	<i>The University embeds mātauranga Māori as a foundation for interdisciplinary collaboration, investing in Māori-led research, co-designing with partners, and ensuring Māori students thrive in cross-disciplinary learning environments.</i>
What does this mean?	Māori researchers, communities, and students lead and shape interdisciplinary research and learning—addressing urgent local and global challenges such as climate change, health equity, and language revitalisation through kaupapa Māori approaches that bridge knowledge systems and empower innovation.	The University places mātauranga Māori at the heart of interdisciplinary collaboration—co-designing research and teaching with iwi, hapū, and Māori organisations, and investing in Indigenous-led initiatives that drive innovation, community impact, and the transformation of academic practice.

Indicators
<ul style="list-style-type: none">  Number of interdisciplinary, kaupapa Māori research initiatives  Māori-led or co-designed interdisciplinary learning programmes  Partnerships with iwi and Māori communities contributing to cross-disciplinary learning



Collaboration

FOCUS

Valuing and using our strengths together



Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
<p>Returning time to staff to pursue opportunities by improving economies of scale and consistency in our processes</p>	<p><i>Māori staff lead high-impact teaching, research, and engagement in kaupapa Māori, supported by flexible, culturally responsive workload models that recognise their academic, community, and leadership contributions.</i></p>	<p><i>University-wide systems and processes are streamlined to recognise and reduce the additional cultural, pastoral, and strategic responsibilities often carried by Māori staff—enabling them to focus on high-impact opportunities that advance Māori success, support Māori students and communities, and embed mātauranga Māori across teaching, research, and leadership.</i></p>
<p>What does this mean?</p>	<p>Time freed for Māori-led Initiatives. Institutional processes enable Māori academic and professional staff to focus more time on Māori work</p>	<p>The University is committed to Māori staff wellbeing through equitable workload models and process improvements that reflect the unique contributions of Māori staff across whānau, hapū, iwi, and institutional contexts—upholding an ethic of care, accountability, and retention.</p>

Indicators
<ul style="list-style-type: none">  Monitoring the workload for Māori staff  Monitoring Māori staff wellbeing in Your Voice survey  Retention and promotion of Māori academic and professional staff

Collaboration

FOCUS

Valuing and using our strengths together

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
Enhancing internal processes that transparently encourage resource sharing and collaboration across the University	<i>Māori staff lead and contribute meaningfully to institutional transformation through kaupapa Māori initiatives, supported by transparent systems that recognise their cultural, academic, and leadership roles without creating undue burden.</i>	<i>The University embeds Māori development objectives into planning, resourcing, and collaboration frameworks—ensuring equitable access to resources, shared responsibility across all units, and systematised support for Māori advancement.</i>
What does this mean?	Integrated Support for Kaupapa Māori Projects. The iho provides a platform for Māori staff to engage in interdisciplinary collaboration that support Māori-led research, teaching, and engagement opportunities.	Culturally Responsive Systems for Māori Staff Support systems are designed with Māori perspectives in mind, ensuring ease of access to resources while recognising cultural, academic, and teaching responsibilities.

Indicators
 Number of Schools and CSUs with embedded Māori advancement plans
 Dedicated funding for Māori-led kaupapa

Collaboration

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Valuing and using our strengths together

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
<p>Trusting our staff to innovate and work in the best interests of the University with a focus on reviewing outcomes rather than requiring prior approvals</p>	<p><i>Māori staff are trusted and resourced to lead innovation, advancing impactful change grounded in te ao Māori and supported by culturally safe systems.</i></p>	<p><i>The University shifts to enabling, outcomes-based systems that resource Māori-led innovation, reduce bureaucratic barriers, and embed culturally grounded evaluation frameworks that value impact over process.</i></p>
<p>What does this mean?</p>	<p>Māori Staff Empowered to Lead Innovation. Māori academic and professional staff are trusted to develop and implement initiatives that advance Māori development across teaching, research, and engagement.</p>	<p>Culturally Safe Innovation Systems. Internal systems support Māori staff to innovate in ways that are culturally grounded, sustainable, and supported by collegial networks.</p>

Indicators

 Evaluation metrics that recognise cultural impact as well as compliance



Collaboration

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Valuing and using our strengths together

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
Learning from and working with partners nationally and internationally to advance shared kaupapa.	<i>Māori staff and communities lead enduring, kaupapa Māori partnerships—locally and globally—that advance Indigenous knowledge, co-create solutions, and elevate Māori research, teaching, and innovation on the world stage.</i>	<i>The University strengthens and sustains collaborative infrastructures with iwi, hapū, Māori organisations, and Indigenous partners, ensuring co-designed initiatives, equitable resourcing, and shared impact in support of Māori and Indigenous development.</i>
What does this mean?	Indigenous and Global Collaboration Elevates Māori Scholarship. International partnerships are fostered to grow Māori research and learning in alignment with other Indigenous peoples and global knowledge systems.	The University fosters enduring, kaupapa-driven partnerships with iwi, Māori organisations, and national entities—advancing Māori development through mutual learning, innovation, and the collective mobilisation of knowledge.

Indicators
<ul style="list-style-type: none">  Number of international partnerships led by or including Māori researchers  Global citations or recognition of kaupapa Māori collaborations  Participation in Indigenous knowledge networks



Community

FOCUS

Creating value for our whole society



Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
<p>Embracing our critic and conscience role in ways that allow current challenges, conflicts, and opportunities to be scrutinised with evidence and respectfully discussed</p>	<p><i>Māori scholars, students, and communities lead critical, values-based public discourse grounded in mātauranga Māori, asserting their authority to challenge, reimagine, and transform national and global conversations on justice, equity, and Indigenous futures.</i></p>	<p><i>The University protects and enables Māori academic freedom, embeds Te Tiriti-based critique in teaching and research, and creates inclusive platforms that elevate Māori voices in contested and transformative public debates.</i></p>
<p>What does this mean?</p>	<p>Māori thought leadership that is empowered and elevated—where scholars, students, and communities lead national and global discourse on justice, equity, language, culture, and the environment. Grounded in mātauranga Māori and academic freedom, the University supports the critic and conscience role of Māori academics and is recognised as a values-based, world-leading site for Indigenous intellectual leadership.</p>	<p>The University upholds its Te Tiriti o Waitangi commitments by fostering critical inquiry into Aotearoa’s colonial legacy, institutional inequities, and contemporary challenges—centering Māori perspectives in respectful dialogue, and equipping all students through curriculum that empowers critical engagement with te Tiriti, decolonisation, and social transformation.</p>

Indicators
<ul style="list-style-type: none">  Māori contributions to public media, commentary, and national debates  Number of University platforms hosting Māori-led public discourse

Community

FOCUS

Creating value for our whole society

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
Engagement activities that enhance knowledge and understanding for all our external communities	<i>Māori staff and students lead engagement activities that elevate mātauranga Māori, deepen collective understanding, and contribute to vibrant, future-focused relationships with iwi, hapū, and wider society.</i>	<i>The University delivers engagement that reflects Māori values, honours te Tiriti partnerships, and builds capability across faculties and services to connect meaningfully with Māori and other communities.</i>
What does this mean?	The University advances the visibility and impact of mātauranga Māori by supporting Māori-led public scholarship, community-engaged learning, and co-designed outreach that strengthens Indigenous knowledge exchange and civic discourse.	The University strengthens its engagement with Māori communities through reciprocal partnerships, enhanced staff capability, and the active promotion of Māori-led innovation—ensuring kaupapa Māori initiatives are visible, valued, and impactful across Aotearoa.

Indicators
<ul style="list-style-type: none">  Tracking Māori-led outreach initiatives and co-designed community engagement projects  Staff cultural capability development for Māori engagement

Community

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Creating value for our whole society

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
Connecting aspiration to opportunity through pathways for Māori & Pasifika success	<i>Māori students, staff, and communities lead culturally grounded initiatives and pathways that grow leadership, affirm identity, and support academic and career success. Recognition and support of Māori students with Pasifika heritage and providing support to enhance their identities.</i>	<i>The University creates inclusive systems, teaching practices, and governance structures that equitably support Māori and Pasifika participation, representation, and success, fostering a culture that uplifts mana and identity across all levels.</i>
What does this mean?	Recognition of Māori staff and student academic, cultural, and community contributions, and co-designed initiatives with iwi and hapū and communities that reflect shared aspirations and enduring partnerships. Recognition of diverse identities supports success.	The University strengthens Māori and Pasifika student success through culturally grounded pathways, responsive teaching and support practices, and sustained improvements in participation, retention, and completion across all levels of study.

Indicators
<ul style="list-style-type: none">  Participation, retention, and completion rates for Māori students  Tailored support offerings for Māori staff and students  Co-designed initiatives with iwi/hapū addressing shared aspirations

Community

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Creating value for our whole society

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
Empowering students to pursue professional and entrepreneurial	<i>Māori staff and students develop and maintain culturally grounded professional and entrepreneurial pathways that draw on mātauranga Māori as a vital economic and social asset, advancing innovation, collective wellbeing, and leadership across emerging sectors.</i>	<i>The University cultivates and sustains partnerships, tailored support systems, and culturally responsive career development initiatives that enable Māori students to thrive authentically and succeed in diverse professional and enterprise environments.</i>
What does this mean?	Māori students are supported to pursue entrepreneurial and professional futures grounded in identity and collective advancement, with access to kaupapa Māori pathways, culturally responsive support, and opportunities that centre whānau, hapū, iwi, and community impact.	The University ensures Māori students are supported to thrive authentically, contribute to sector transformation, and uphold Māori values in professional and entrepreneurial environments.

Indicators
<ul style="list-style-type: none">  Number of kaupapa Māori entrepreneurship or internship opportunities  Student feedback on cultural support for career development  Māori student participation in industry, innovation, or leadership placements

Community

FOCUS

Creating value for our whole society

Strategic Priorities	Iho (Māori core) Outcomes	Pae (wider University) Outcomes
Ecological thinking that contributes to a Sustainable, resilient, and better world.	<i>Māori knowledge holders and researchers lead the integration of kaitiakitanga and mātauranga Māori in sustainability research, education, and community partnerships to advance Indigenous resilience and environmental stewardship.</i>	<i>The University embeds Māori ecological values and principles across all sustainability strategies, curricula, and campus initiatives, fostering a culturally grounded, collaborative approach to building a sustainable, resilient, and just future.</i>
What does it mean?	Mātauranga Māori and kaitiakitanga drive the University's sustainability vision, with Māori researchers, communities, and graduates leading innovative, interdisciplinary solutions and environmental change across sectors, grounded in intergenerational responsibility and kaupapa Māori leadership.	Māori ecological values and relationships with te taiao are embedded across the University's identity, learning, and partnerships—guiding institutional practice, shaping sustainability education, and driving transformative, iwi-led collaborations for a regenerative future.

Indicators
<ul style="list-style-type: none">  Māori-led sustainability and regenerative practice projects  Inclusion of kaitiakitanga and mātauranga Māori in sustainability curriculum  Partnerships with iwi/hapū advancing environmental kaupapa





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