

TE HERENGA WAKA—VICTORIA UNIVERSITY OF WELLINGTON



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





INTRODUCTION

- Strategic context
- COVID-19
- Recent highlights
- Discussion
- The Living Pā

STRATEGIC CONTEXT

- A rapidly globalising tertiary sector with elite brands operating across borders
- Greater use of online or 'blended' education
- International education is pivoting to transnational rather than onshore delivery
- Public funding falling behind rising costs challenging the current operating model
- Trend towards disaggregation of the research-led teaching nexus
- Increasing demand for mission-led, multidisciplinary research vs curiosity-led disciplinary research



STRATEGIC CONTEXT (cont.)

- Decolonisation and the increasing importance of culturally responsive pedagogies and research practices is in full swing
- Growing need for accessible lifelong learning
- Looming threats from poor planetary stewardship
- Rising mental health challenges among students
- Inequality-induced fractures in social cohesion
- Strong head winds for 'elitist' and self-centred global-corporate (vs global-civic) universities



WEATHERING COVID-19



- The pandemic has sharpened many of the challenges and opportunities outlined in the strategic context
- Caused a large drop in revenue and exacerbated wellbeing challenges
- Forced a rapid change to dual (synchronous online and face-to-face) teaching for both domestic and international students
- Resulted in a rethink of our operating model e.g. teaching-intensive career paths and launch of Wellington Uni-Professional to focus on life-long learning
- Reduced gross carbon emissions by 40%

WEATHERING COVID-19



- ✓ Maintained the academic progress of our students towards their degrees and provided comprehensive support through technology and hardship grants, accommodation discounts, and flexible approaches to learning
- ✓ Despite COVID challenges, 96% of teachers were assessed by students as 'good', 'very good' or 'excellent'
- ✓ Provided fees-free study to more than 420 Wellingtonians whose work and life had been disrupted by the pandemic
- ✓ Improved the resilience of our operating model, opened new market opportunities, and have returned the University to surplus - but at the cost of two hundred full-time jobs

OUR IDENTITY IS CONSOLIDATING

- Our return to the civic university vision of our founder (revitalised as ‘global-civic’) has become well embedded
- We have now taken a further step in that journey, defining our iho or essence as **‘a global-civic university with our marae at our heart’** - reflecting the embedding of the western civic university tradition in a constitutional framework framed by Te Tiriti
- Our positioning in the higher education ‘market’ remains as **NZ’s globally ranked capital city university** – with its distinctive focus on Wellington and the intersection of town, crown and gown



OUR RESEARCH IS FLOURISHING

- First-ranked in NZ for the intensity of high-quality research (PBRF)
- Highest proportion of top quality (A and B-ranked) researchers in NZ
- Strong growth in research revenue (from \$32m in 2013 to \$87m in 2020) and invention disclosures, licences and start-ups (via Wellington UniVentures)
- Our best year in the Marsden Fund, receiving a fifth of all grants awarded last year
- Continued success in the Royal Society Te Apārangi's annual awards and the PM's science awards (e.g., Emerging Scientist Prize for Dr Christopher Cornwall)

OUR TEACHING IS THRIVING

- In spite of closed borders, our roll continues to grow, with an unprecedented 9% increase in domestic student enrolments this year vs last year
- Our roll includes ~2,000 Māori EFTS and ~1,100 Pasifika EFTS (~12% and 6.5% of the domestic roll, respectively)



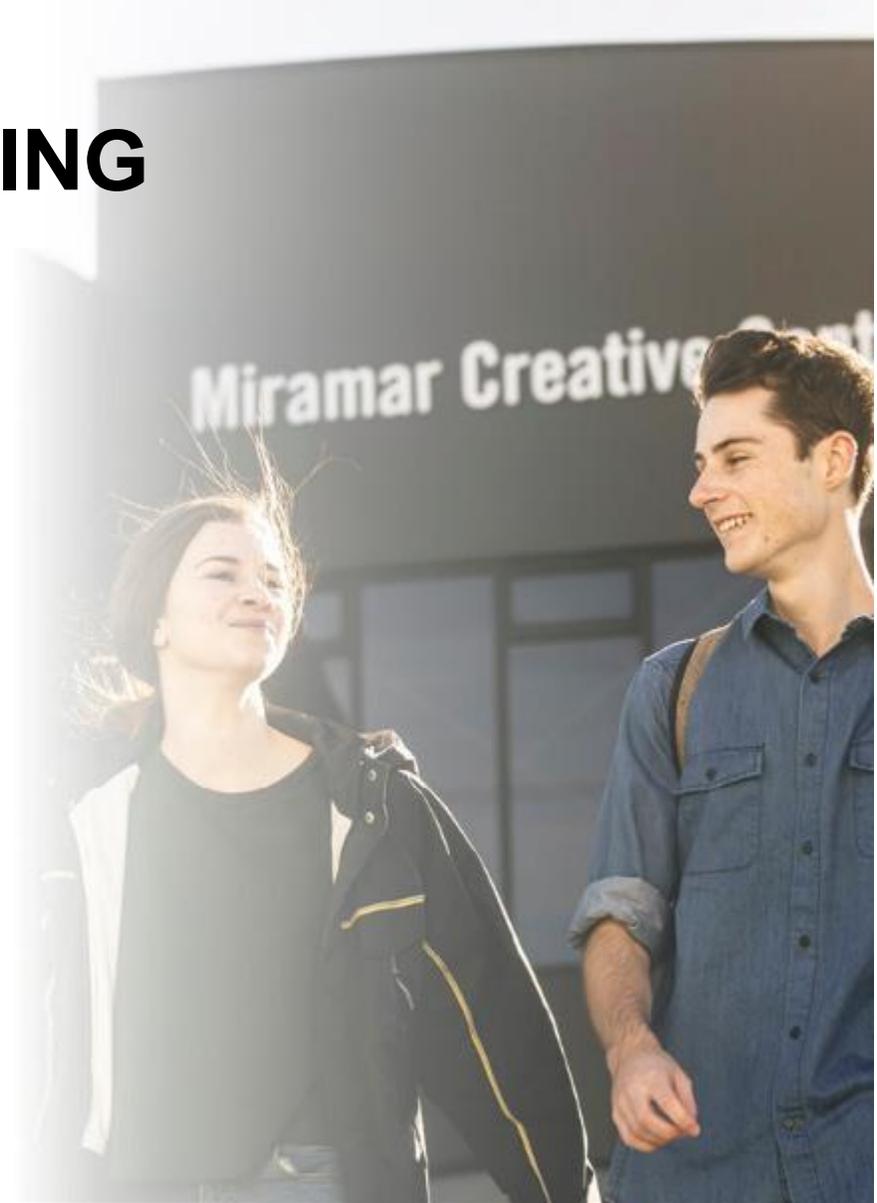
OUR TEACHING IS THRIVING (cont.)

- Students enjoy the student experience at the University *and* in Wellington, and value the high-quality education that:
 - ✓ meets subject area preferences
 - ✓ provides the flexibility to find what inspires their future
 - ✓ finds a balance between employment readiness, future employability and citizenship
 - ✓ cultivates not only intellectual capital but also social and creative capital
- Given our aforementioned iho, we are considering whether we should embed te reo Māori, mātauranga Māori, Te Tiriti and the history of Aotearoa New Zealand throughout our curriculum



OUR PARTNERSHIPS ARE DEEPENING

- Miramar Creative Centre
- Berkeley-led SERU
- Taihonoa partnerships
- NZ Innovation Booster
- Harvard-MIT- led edX
- Malaghan Institute
- Numerous offshore universities
- Newsroom and The Conversation



OUR ZERO CARBON UNIVERSITY

- Launched our Zero Carbon Plan last year
- Will be net carbon zero by 2030, including a 40% reduction in gross emissions
- Based on a comprehensive emissions management plan, including changes to energy supply, energy use, offsetting and insetting
- Integrated with teaching and research opportunities



OUR FACILITIES ARE IMPROVING

- Capital renewal programme is well underway on all campuses
- Progressing the National Music Centre in Civic Square with WCC and NZSO
- Planning a new engineering/science precinct and access route to and from Kelburn on the 320 The Terrace site
- Fale-Malae – to be located in central Wellington
- Redevelopment of the marae complex as a living building

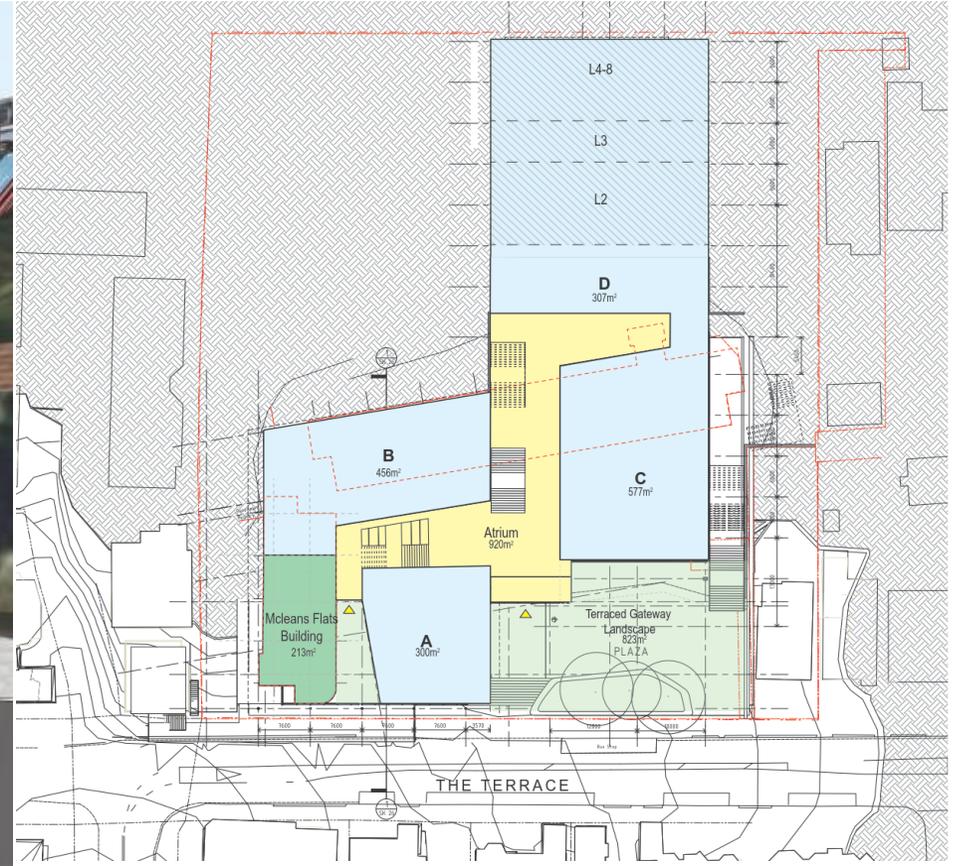


NATIONAL MUSIC CENTRE



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

320 THE TERRACE



OUR ALUMNI ARE INCREDIBLE

- Alumni have been very generous in their support of the University and our purpose of ‘research, teaching and engagement that transforms lives’
 - ✓ Contributing expertise through advisory boards, student mentoring and adjunct teaching roles
 - ✓ Being our advocates by taking pride in the University (and Wellington!)
 - ✓ Making donations and endowments to the University in support of public good causes
- The campaign total has now reached \$138.6m closing in our campaign target of \$150m by year end
- Thank you for your invaluable support – it has made a very real difference to the lives of many



DISCUSSION

THE LIVING PĀ

Professor Rawinia Higgins
Deputy Vice-Chancellor (Māori) /
Tumu Ahurei



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