

TE TAUĀKI WHAKAMAUNGA ATU STATEMENT OF SERVICE PERFORMANCE 2024

FOR THE YEAR ENDED 31 DECEMBER 2024



The Statement of Service Performance illustrates progress made during 2024 towards achieving our vision.

The University's excellence is defined by inspirational teaching, outstanding research, and deep engagement that mobilises understanding and action for a better world. We are a civic university with our community defining why we are here and who we serve. We are globally excellent by being locally relevant for the remarkable capital city of Wellington. This connection is evidenced by people's motivation to join our university. Our collaborations advance our reputation nationally, in the Pacific region, and internationally.

The vision Te Herenga Waka has adopted will ensure the University can continue to make a significant contribution to achieving the desired outcomes of the Tertiary Education Strategy (TES) and New Zealand's education vision. The TES sets out the Government's long-term strategic direction and current and medium-term priorities for tertiary education.

The University's Strategic Plan is designed to guide the University towards achieving its vision and has been revised in 2024 with effect from 2025. The Strategic Plan drives all decision-making and resource allocation across the University and focuses on our activities and development of capability.

Our Outcomes and Performance Framework shows how strategic objectives align with, and respond to, what is expected of tertiary education organisations and the outcomes of a world-leading education system that equips learners with knowledge, skills, and values to be successful citizens in the twenty-first century.

The 2024 Statement of Service Performance has been prepared with reference to the University's 2020–2024 Strategic Plan, and can be found on our website: www.wgtn.ac.nz/about/governance/strategic-plan

The Strategic Plan identifies six interrelated strategies that will support the University to achieve its vision of being a world-leading capital city university and one of the great global-civic universities.

The distinctive qualities of the University are leveraged in each of the six strategies:

S1: Ambitious research for transformative impact

S2: Education preparing students for an extraordinary life

S3: Engagement that deepens relevance, impact, and reputation

S4: Equitable outcomes for all

S5: Belonging to the Asia-Pacific region

S6: Transforming the way we work.

These strategies draw on our heritage, position, iho (essence), and strategic context. The University's distinctiveness is further defined by several attributes that matter to our staff, students, and communities:

- ▶ Governing for the future;
- ▶ Living and making the Wellington vibe;
- ▶ Being Asia-Pacific globally minded;
- ▶ Thriving through creativity;
- ▶ Honouring Te Tiriti o Waitangi;
- ▶ Commitment to sustainability and wellbeing.

Financial sustainability

The University undertook a programme of work focused on addressing a projected deficit of well over \$30m in 2023 alone and ensuring Te Herenga Waka's long-term financial sustainability.

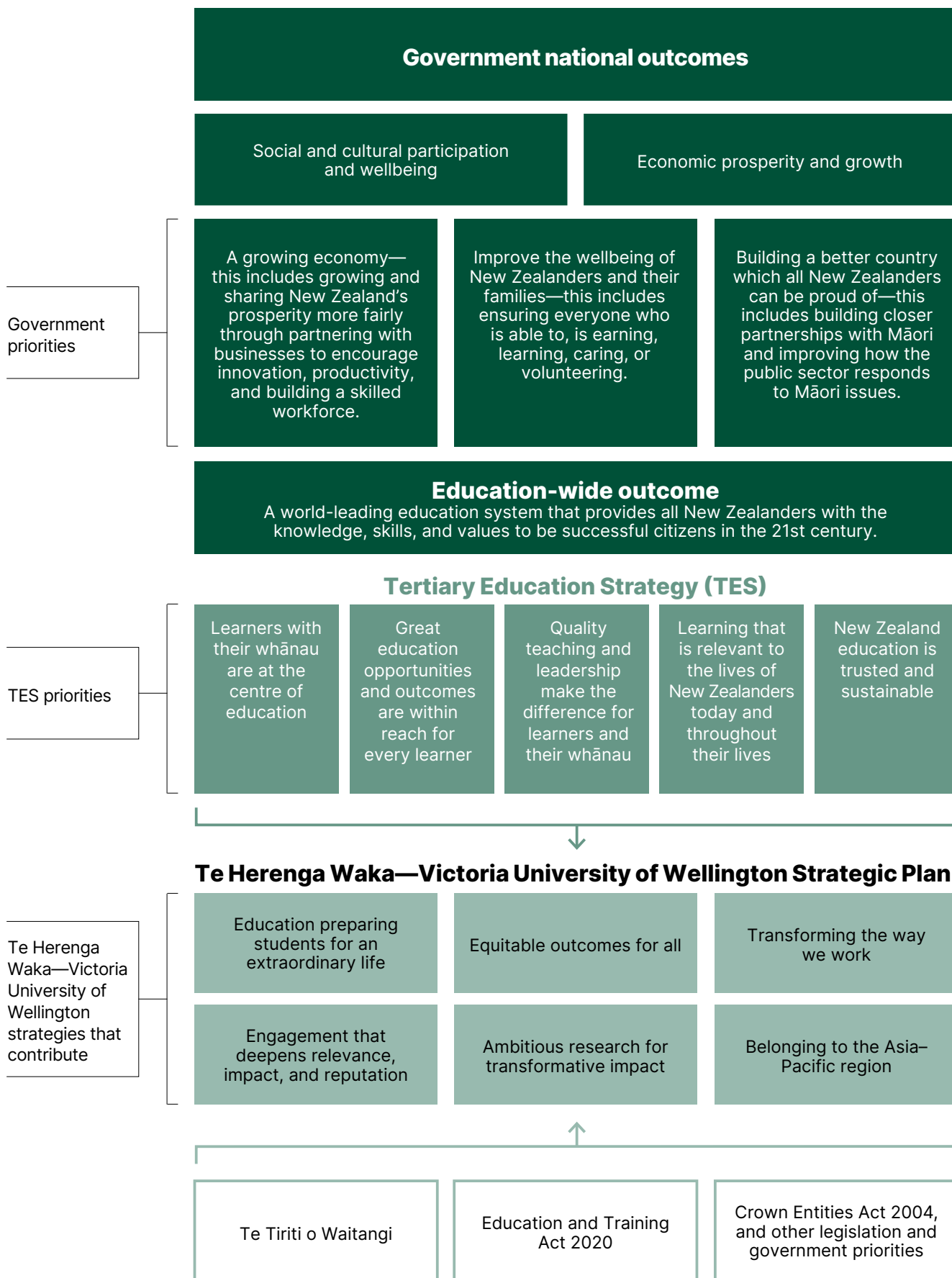
By maintaining the financial prudence of 2023, 2024 has seen the university return to surplus. The lowering of FTE in 2023 has been maintained through 2024, some facilities surplus to requirements have been sold, while increased student numbers have supported revenue growth.

Our key outcomes

The Statement of Service Performance is organised around our three key outcomes—Research, Teaching and Learning, and Engagement. These outcomes broadly align with the six strategies in the 2020–2024 Strategic Plan and with the characteristics of a university as defined in the Education and Training Act 2020.

Excellence in research, learning, and teaching lie at the heart of our vision. Over the medium term, Te Herenga Waka—Victoria University of Wellington has an ambitious Learning and Teaching Strategy that signals the University's commitment to working in partnership with students to create and maintain an effective and inclusive learning and teaching environment, and a commitment to quality in design, delivery, and outcomes. The University invests significantly to make its student experience the best possible, from the initial contact in school and prior to university entry, to the learning experience, and after graduation.

Outcomes and Performance Framework



The outcomes framework is based on the current Statement of National Education and Learning Priorities (NELP) and Tertiary Education Strategy (TES) 2020. This will be revised in 2025 in line with our new strategy.

The University's Research Strategy 2020–2024 builds on the existing culture of research excellence across Te Herenga Waka—Victoria University of Wellington as the highest ranked university for Performance-Based Research Funding (PBRF). The Strategy guides the University's efforts to increase the international recognition of our research, to build on our distinctive location in Aotearoa New Zealand's political and cultural capital, and to leverage the significant value that we gain from bringing mātauranga Māori to bear on both basic and applied research activity across all disciplines.

The Strategic Plan also signals our long-term commitment to working with the communities we serve, including our commitment to Māori as tangata whenua and Treaty partners; effective engagement with Māori and Pasifika learners, whānau, and communities; working with industry and innovation partners to increase the volume and effectiveness of commercial innovation; and growing the University's international linkages.

A complete list of all performance indicators can be found on pages 19–20.

Service performance reporting

PBE FRS 48 is a standard that establishes requirements for improved reporting of service performance information to meet the needs of users of general-purpose financial reports. This standard aligns with the University's progress towards more integrated reporting of information about the University's activities.

COVID-19

COVID-19 continued to have an impact on our teaching, learning, research, and engagement activities during 2024. International student numbers continued to recover, and domestic student numbers stabilised after the 2023 decline—especially postgraduate students. However, the preparedness of commencing students for university study continued to show the impact of the pandemic on NCEA results.

Disclosure of judgements

In determining key service performance information for each outcome, management has used judgement based on indicators that align with the mission and annual activities of the University. The University seeks to maintain consistency across years, where appropriate, and to determine service performance information that is relevant, reliable, neutral, understandable, and complete. The University's desire to be a world-leading institution also guides the selection of measures that are based on externally validated information and likely to be comparable with national and international universities. In addition to the University-selected measures, the Tertiary Education Commission (TEC) requires inclusion of TEC-defined Educational Performance Indicators (EPis). These are provided on page 20 and commented on within.

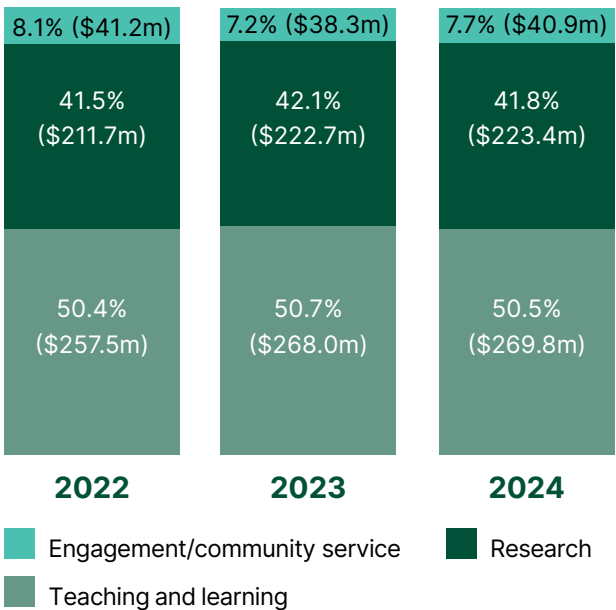
Linkages between financial and non-financial information

Financial statements and service performance information are both important components of a public benefit entity's

general purpose financial report. The two documents convey a coherent picture about the performance of the entity, and they are linked through the resources that have been applied to each of the three outcomes. For example, to achieve high-quality research outcomes, the University relies on PBRF funding and external research income, as well as income gained from other sources. All of these sources of funding are relevant to the University's ability to deliver key outcomes. A university's performance objectives are long term and not meaningfully captured within singular output categories. University research and teaching are closely interdependent (as required by the Education and Training Act 2020) and the outcomes of university activities are not fully known within one year (e.g., research results, graduate outcomes).

While noting these interdependencies, the University, using high-level assumptions, is able to estimate that in 2024, 41.8% of total operating expenses was attributable to research, 50.5% to teaching and learning, and 7.7% to engagement/community service. This result reflects the distinctive nature of a research-led university committed to the student experience, high-quality research, and serving its communities. In determining this estimate of allocation of expenditure, the University has reviewed major operating expenses as reported in the financial statements. Where there is a clear allocation of cost to a particular output, these have been adopted. Where there is ambiguity (e.g., related to the interdependencies described above), the University has exercised judgement based on an underlying workload principle for academic staff involved in both teaching and research of 40–40–20 (i.e., 40% research, 40% teaching, and 20% administration, with administration then allocated proportionally to teaching, research and engagement/community service). Costs not directly or solely attributable to teaching and learning or research, such as general administrative support or facilities management, have been apportioned on the same basis as academic salaries. The following pages explore these outputs in greater detail, focusing on successes and challenges during 2024.

Estimated expenditure by output category



Service Performance Information indicator

Approximately 55% of total revenue is sourced from either government funding, the PBRF, or research-specific contracts. Of this, the University assigns \$125m to Research activities. The remainder of revenue has a non-government source (i.e. direct tuition or commercial revenue).

See full list of Performance Indicators (including TEC Educational Performance Indicators) on pages 19–20.

Progress made during 2024

The majority of External Research income continues to come from New Zealand-based funders: Ministry of Business, Innovation and Employment (MBIE), The Royal Society of New Zealand (RSNZ) and The Health Research Council (HRC).

A successful 2024 MBIE Endeavour Fund round saw us awarded two Endeavour Programme grants out of only 19 funded nationwide: the first led by Professor Nancy Bertler is a \$13.6m collaboration with other CRIs and universities—the ‘Antarctic sea-ice switch’ programme is investigating recent abrupt changes in the ice and what they may mean for the climate and sea-level rise. The second co-led by Dr Simon Granville of the Robinson Research Institute and Professor Ben Ruck of the School of Chemical and Physical Sciences investigates the use of rare earth nitrides in memory devices for future high-performance computers. In addition to the Programmes, we won five Endeavour Smart Ideas at \$1m each: Dr Andrew Lensen and Dr Rachael Shaw, Professor Stephen Marsland, Professor Peter Tyler, Dr Andreas Luxenburger, and Dr Bach Nyugen.

Twenty projects were awarded RSNZ Marsden Fund grants. Of these, 11 received standard grants, which provide funding of up to \$960,000 over three years. The remaining nine projects received fast-start grants of \$360,000 each. Recipients of standard grants included Professor Lisa Marriott and Dr Brian Tunui who are leading work investigating how tax models that recognise Te Tiriti o Waitangi can be used to support a more just and equitable society (\$853,000). Research led by Associate Professor Ivy Liu and Professor Richard Arnold will develop new methods for analysing surveys and extrapolating findings to the wider population (\$706,000).

The HRC-funded Te Tātai Hauora o Hine—National Centre for Women’s Health Research Aotearoa, led by Professor Bev Lawton, received \$1.2m for a three-year initiative to enhance access to timely and safe healthcare

for rural whānau through advanced point-of-care testing (PoCT), which allows diagnosis of common infections at rural healthcare centres. The grant will advance point-of-care testing in rural Aotearoa, improving access to on-site diagnosis and treatment for infections like Strep A, influenza, COVID-19, and RSV.

Other HRC grant winners included: Fourteen researchers received activation grants from the HRC’s Health Delivery round, and Dr James Mbinta and Dr Julia Milne won Health Delivery Career Development awards. These smaller grants are important for building capability.

Our researchers continue to be recognised by the RSNZ receiving honours and awards. Six researchers were recognised in the inaugural Aotearoa New Zealand Tāwhia te Mana Research Fellowships by the RSNZ. Professor Patricia Hunt received the New Zealand Mana Tūārangi Distinguished Researcher Fellowship worth \$220,000 for her work on ionic liquid propulsion systems for mini satellites. Dr James Berghan (Te Rarawa, Te Aupōuri) and Dr William Holmes-Hewett both received New Zealand Mana Tūāpapa Future Leader Fellowships, each worth \$820,000 over four years. Dr Jenni Hopkins, Dr Moses Faleolo, and Dr Helen Woolner were all awarded Mana Tūānuku Research leader Fellowships worth between \$930,000 and \$1,160,000 (out of only 10 awarded nationwide).

Dr Zaramasina Clark, from the School of Biological Sciences, was awarded an HRC fellowship worth \$650,000. The 2024 Māori and Pacific Health Research Emerging Leader Fellowships support talented Māori and Pacific health researchers to become leaders in their field.

Dr Bella Duncan, Associate Professor Lara Greaves, and Dr Luke Fitzmaurice-Brown were recognised in the RSNZ’s 2024 Research Honours. Dr Duncan received the 2024 Hamilton Award, given to encourage early-career researchers undertaking scientific research. Associate Professor Greaves (Ngāpuhi, Pākehā, Tarara) was awarded the Early Career Research Excellence Award for Social Sciences. Dr Fitzmaurice-Brown (Te Aupōuri) was awarded the Early Career Research Excellence Award for Humanities.

Three VUW researchers were awarded Catalyst Leaders grants. These exciting opportunities bring world-leading researchers to New Zealand to work with our researchers in developing collaborative research projects.

Professor Mengjie Zhang, Director of the Centre for Data Science and Artificial Intelligence (CDSAI), received the prestigious 2024 Australasian Artificial Intelligence Distinguished Research Contribution Award. This award

recognises individuals or groups with influential and groundbreaking research contributions to the field of Artificial Intelligence.

The University continues to diversify its sources of research funding. This year, Associate Professor Mattie Timmer and Associate Professor Bridget Stocker from the School of Chemical and Physical Sciences were successful with a National Institute of Health (NIH) bid in collaboration with the Vaccine Formulation Institute in Switzerland. The five-year project titled ‘Synthetic Mincle Agonists: Screening, Design, and Formulation in combination Th17 adjuvants’ is valued at US\$1.5m.

The University co-hosted the MBIE Horizon EU Roadshow in October, followed by a Reception co-hosted with the EU Delegation to New Zealand. The University was privileged to be able to work with the Ambassador of the European Union to New Zealand H.E. Mr Lawrence Meredith, his team, and EURAXESS on highly successful and illuminating events showcasing New Zealand as the first global partner of Horizon Europe.

In November, the University delivered a successful Universities Research Office of New Zealand Conference, themed *Research in a Changing Landscape*. It was attended by 130 people from all universities, and for the first time delegates from most CRIs, some independent research organisations (Cawthron and Branz) plus some Wānanga. The keynote presentation was delivered by Dr Gill Jolly, MBIE’s Chief Science Adviser.

The Policy Hub (Raumata) was formally launched as a 10-month pilot in February 2024. The goal being to connect New Zealand’s academics with the policy community to work together on issues of national significance to Aotearoa New Zealand. Areas worked on include: Artificial Intelligence, violent extremism, trust in institutions, climate change and departmental long term insight briefings. The successful pilot resulted in contracts worth \$400,000 and led to a decision to establish Raumata for the next three years.

The proportion of research postgraduate students (PGR) as a total of University EFTS was 7.4% in 2024 up from 7.3% in 2023, but less than the target of 8%. Commencing PGR EFTS for 2024 were 123, below the 150 EFTS target (see indicator table on page 19) and below the 133 EFTS from 2023. However, it should be noted that PhD students can begin at the start of any month, only those starting on the 1 January are counted as 1 full EFT. For all other start dates during the year, the EFTS are calculated pro rata, giving an inaccurate count of the actual number of new students. A more reliable measure is noting the total headcount, which hit its highest point in 2024, marking the largest number of enrolments and total PGR students in the past decade.

While invention disclosures were below target at 30 against a target of 35, the percent of publications in the top 25% exceeded the 55% target to 58.9%, also exceeding the 2023 result.

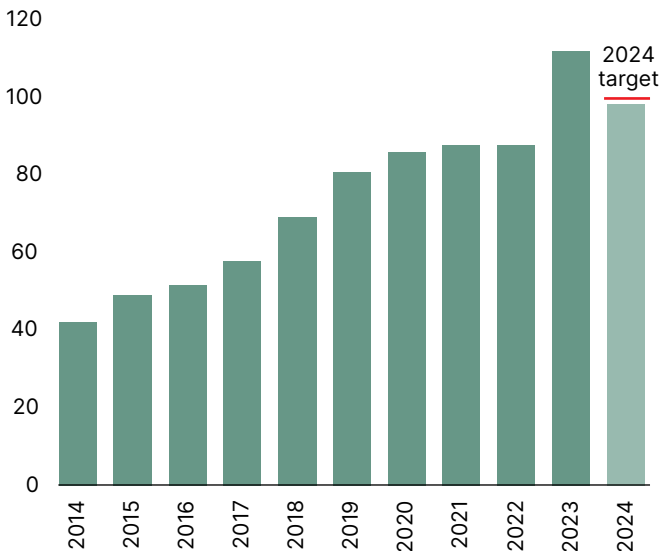
External Research Income (ERI), as part of PBRF reporting requirements, was \$88.0m, declining from 2023 (\$103.6m). Continued success with contestable funds contributed to \$77.4m in contracted research revenue (\$79.0m in 2023) in the University Research Trust. Other research revenue streams within the University were \$10.6m (\$24.6m in 2023), including Wellington UniVentures, \$6.2m (\$6.0m in 2023) and the University Foundation, \$2.7m (\$16.9m in 2023 which included a significant one-off bequest). Sub-contracted research, which is excluded from the figures above, was \$11.0m in 2024 (\$11.7m in 2023). This brings total ERI to \$99.0m (\$115.3m in 2023), just short of the target of \$100m.

In 2024, Wellington UniVentures delivered research commercialisation support, bringing \$3.9m new revenue to the University while continuing to focus on financial sustainability. Wellington UniVentures also managed 21 commercialisation projects in 2024, and 28 projects under its Commissioned Research & Advisory mandate, connecting academics with opportunities in industry and government. It protected new ideas, bringing its portfolio of patents and applications to 312. Wellington UniVentures now holds \$7.6m in shares across 11 spinouts that are collectively worth \$232m. Five of its spinouts successfully raised capital in 2024.

To encourage entrepreneurship impact, Wellington UniVentures supported eight early career researchers through KiwiNet’s ‘Emerging Innovators’ programme and hosted political delegations, networking events and expert panels on campus.

In 2024, the University launched a new ethics management system, Hōkai. Hōkai is designed to modernise and streamline the management of ethics applications, and reviews. The platform offers a user-friendly interface that facilitates the submission, tracking, and approval of ethics applications. Hōkai provides a refreshed user interface with enhanced functionality for researchers while providing robust tools for administrators to support users effectively.

External Research Income 2015–2023 (\$m)



AKO TEACHING AND LEARNING

S1

S2

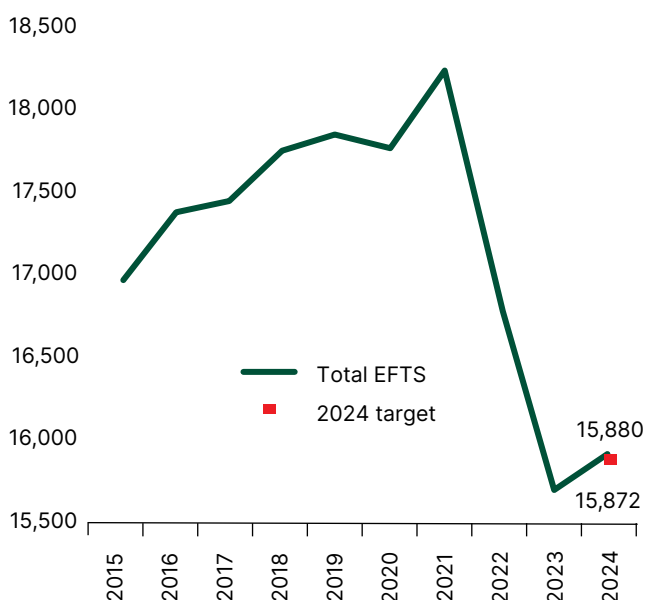
S5

S6

Service Performance Information indicator

Approximately 55% of total revenue is sourced from either government funding, the PBRF, or research-specific contracts. Of this, the University allocates \$163m to Teaching and Learning. The remainder of revenue has a non-government source (i.e. direct tuition or commercial revenue). Of this, \$141m can be attributed to Teaching and Learning activities.

Total EFTS 2015–2024



See full list of Performance Indicators (including TEC Educational Performance Indicators) on pages 19–20.

Progress made during 2024

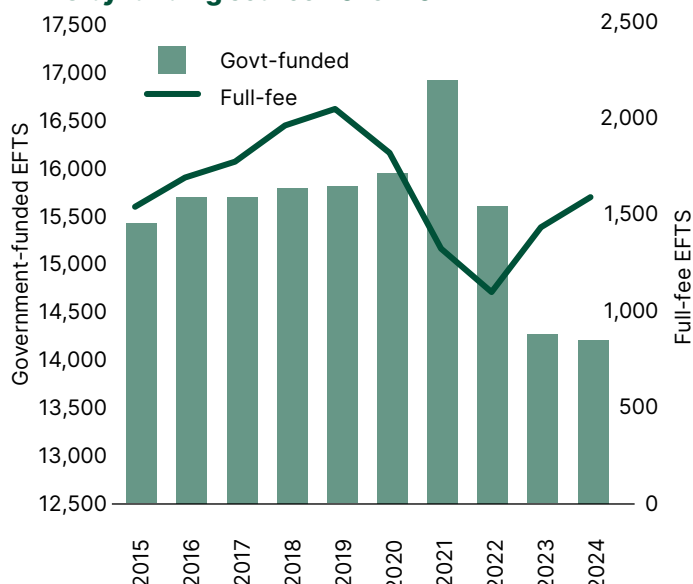
After difficult years in 2022 and in 2023, Government-funded EFTS stabilised to 14,250 EFTS in 2024. This was just 6 EFTS below target of 14,256 EFTS, continuing the trend from 2023 of higher numbers of taught postgraduate students despite a slight decline in undergraduate EFTS. Strong contributions came from Humanities, Engineering and Health subjects.

Many international students commenced or continued to study with the University from offshore. International full-fee EFTS increased from 1,442 EFTS in 2023 to 1,630 EFTS in 2024, a 13% increase of 188 EFTS, below the target of 2,048 EFTS.

International students (including government-funded international PhD candidates) constituted 15% of the total student body (headcount), increased from 13.1% in 2023 (and 9.8% in 2022).

After a decrease of commencing EFTS in 2023, the overall number of commencing EFTS increased from 4,661 to 4,894 in 2024, including 804 commencing international full-fee EFTS.

EFTS by funding source 2015–2024



Māori EFTS represented 12.6% of the domestic student population, up 0.2% from the previous year. Māori commencing EFTS increased, from 527 in 2023 to 538, falling short of the University's target of 600 EFTS.

Pasifika EFTS increased from 6.7% to 7.1% of the domestic student population. Pasifika commencing EFTS rose from 312 in 2023 to 331 in 2024, short of the target of 350 EFTS.

Māori participation rates at Level 7 (degree) increased, from 13.5% in 2023 to 13.8% in 2024. Those at postgraduate level increased from 8.5% to 8.9%, but less than the target of 9%.

Participation rates for Pasifika at Level 7 (degree) went from 7.3% in 2023 to 7.7% in 2024. At Postgraduate level Pasifika participation went from 3.9% in 2023 to 4.4% in 2024.

Amid challenging external conditions, after relatively pleasing retention rates in 2022, Māori Level 7 retention fell in 2023, to 65.8% against a target of 69.5%, but rebounded in 2024 to be 73.2% but still short of the 77% target. Retention for non-Māori and non-Pasifika Level 7 students also recovered from 76.2% in 2023 to reach 82.1% in 2024 against a target of 83%.

Pasifika retention rose from 70.1% in 2023 to 76.3%, short of the target of 81%. The University remains committed to improving student retention but saw retention rates fall generally in 2022–2023 as a flow on from COVID-19 disruption and increased cost of living pressure affecting this cohort of students. It is pleasing to see that they have recovered in 2024. Refer to the TEC-defined Educational Performance Indicators (EPIs) on page 20.

In 2024, over \$520,000 was invested towards 343 Taihonoa scholarships and grants as well as Summer internships for taura Māori.

A total of 798 courses and 574 teachers were evaluated in 2024, with 86% of courses and 97% of teachers assessed as good, very good, or excellent (approximately equal with the 2023 results of 85% and 95%, respectively).

Student satisfaction with services and facilities rose slightly to 77% in 2024 compared with 75% in 2023. This was below the target set for 2024 of 80%.

The number of taught postgraduate EFTS increased from 12.9% in 2023 to 14.7% in 2024 (+1.8%) exceeding the 2024 target of 14%.

Our holistic approach to student success is dedicated to creating an ecosystem that fosters equitable outcomes, recognising our significant societal role. We acknowledge the direct link between educational achievements, increased earning potential, and socio-economic status. To support this, the Student Experience Committee guides the Deputy Vice-Chancellor (Students) in driving our initiatives. Our primary objectives are to enhance first year completion rates, ensure smooth progression and, ultimately, enable students to complete their degrees. We are committed to meeting our Learner Success Plan (LSP) milestones, as reflected in our reporting structure with the Tertiary Education Commission (TEC). Looking ahead to 2025, we anticipate refreshing our LSP and Investment Plan to further our commitment to student success and equitable outcomes. Tuwhitia Funding, received in partnership with the University of Canterbury, will support acceleration of these activities and outcomes. In 2024, a focus was on identifying key 100 level courses that were below average in supporting student success and to work with academics and learning design specialists to improve this. We expect that results will be demonstrated in 2025 course completion rates resulting in increased retention.

Academic audits are conducted every seven to eight years. The AQA Audit Report—Cycle 6: Te Herenga Waka—Victoria University of Wellington was published in March 2023. In August 2024, we submitted our one-year update on this report to the AQA Board. The actions completed during 2024 include enhancing the communication and engagement strategy for the Health, Safety, and Wellbeing (HSW) initiatives, completing the handover to the new Head of HSW, and focusing on the development and implementation of critical risk cards. Additionally, the report highlights the establishment of a revised HSW dashboard for reporting, the completion of the new HSW Team Operating Model, and the ongoing work to close out recommendations from previous audits. In March 2025, the University will provide a two-year update on the progress the University has made in relation to the Audit Panel's affirmations and recommendations.

The Student Accommodation Pastoral Care Framework continues to mature and to adapt to incorporate University wellbeing kite resources as they are developed. Setting students up for success remains a strong focus with planning for the introduction of Tau Mai week in early 2025. Tau Mai is a new student accommodation programme designed to enable first-year students to arrive a week before Orientation Week to join in activities that foster their friendships and sense of belonging in their new life as a student in Wellington. The frequency of student connections with their RA has been reviewed and adjusted to better fit evolving student needs throughout their first year, and to enable a differentiated pastoral care experience for mature second year and above students living independently in University flats and apartments.

During 2024, recognition of the importance of improving retention led to work to identify sizeable courses that had lower retention metrics, large numbers and were prerequisites for students to progress from 100 level to 200 level courses. Working with academics, a cross-functional team helped to redesign the pedagogy and learning design of a sample of courses to test the impact on retention. Further development of this approach will continue in 2025.

The University was also successful in a bid to the TEC's Tuwhitia Accelerating Learner Success funding partnering with Canterbury University for a two-year multimillion programme—He Kokonga Whare e Kitea—Data Coaching for Student Success in the Tertiary Sector. The Māori name for this project translates to 'a corner of a house can be seen/examined.' The core focus of this initiative is to enhance the data 'house' across our institutions and the tertiary sector, exploring its 'corners' to better support effective educational experiences for our students. This project started in late 2024 but will develop further in 2025.

The annual graduate destinations survey showed that employment and further study options remained strong first year post-graduation with 93% reporting that they were in work, further study or not seeking employment. This is below target but perhaps not surprising given the government restructuring resulting in many redundancies in Wellington during 2024 and an increase in unemployment rate particularly impacting 15–25-year-olds.

RUAWHETU ENGAGEMENT

S3

S5

S6

See full list of Performance Indicators (including TEC Educational Performance Indicators) on pages 19–20.

Ngā Mokopuna: our Living Pā

On 6 December 2024, our wharenui Te Tumu Herenga Waka was reawakened, and Ngā Mokopuna, the new Living Pā building opened to the public for the first time. Over a thousand people from our local community attended the dawn ceremony.

Ngā Mokopuna will be home to Te Kawa a Māui—The School of Māori Studies, Ngāi Tauira—Māori student association, Āwhina team, marae staff and the office of the Deputy Vice-Chancellor Māori.

Aspiring to be a living building, Ngā Mokopuna will be one of the world's most sustainable civic constructions, with around only 30 buildings in the world meeting these extremely high standards. It has a cutting-edge rainwater collection system and is net zero in energy, with photovoltaic panels on the roof generating 105 percent of the building's electricity needs, so it even gives back to the grid. Constructed from engineered timber, the building is a carbon store, sequestering more carbon than it will produce in its lifetime.

Progress made during 2024

The University's engagement programme has gone from strength to strength in 2024.

As of 31 December 2024, the Foundation has raised \$12.6m. The Foundation is grateful for the support of our alumni community who regularly give to our appeals programme like Alumni Appeal Scholarships and the Winter Energy Appeal. Philanthropic support continues to have an impact across the University, helping to grow scholarship support for students, advance ground-breaking research like the Chair in Generative Artificial Intelligence, and deliver meaningful public engagement (including lectures and visiting fellowship). While this did not reach the \$40m target for 2024, it represents a significant level of generosity in the current economic climate.

The School of Biological Sciences received a transformational \$13.5m gift from the late Dr Aola Richards, a trailblazing scientist and academic. Her gift, the largest in the University's history, is intended to support postgraduate and postdoctoral research in entomology, reflecting her lifelong dedication to the field.

With generous support from one of our alumni, finance and tech expert Bob Dykes, the University is poised to further cement its leadership in the Artificial Intelligence (AI) field with the establishment of the Bob Dykes Chair in Generative Artificial Intelligence. This pioneering role will provide exceptional leadership in generative AI, helping to build Aotearoa New Zealand's capacity in the field.

In 2024, we announced the establishment of the Denis Adam Chair in Music in the New Zealand School of Music—Te Kōkī, generously funded by the Adam Foundation for the next decade.

Melanie Smith (Ngāpuhi) funded the Mokaraka Māori Women in Business Scholarship to support young Māori women studying at Ōrauaki—Wellington School of Business and Government. The first scholarship recipient, Laura Scatchard (Tūhourangi, Te Arawa), is a designer and ex-teacher who is studying for both an Executive Master of Business Administration and Postgraduate Certificate in Indigenous Studies. She received \$15,000 towards the costs of her study from the scholarship.

We are also grateful to Ducks Unlimited, the Holdsworth Charitable Trust, and other sponsors for supporting our students and postdoctoral candidates to progress their research while making a meaningful contribution towards recovering our precious wetlands. Two students from CBRE have received Wetland Care scholarships for 2024.

Other scholarships included one funded by the Joyce Fisher Charitable Trust, which allowed Geraint Tuiletoa Tagaloa to study a Master of Secondary School Leadership (MSSL); the Ngā Hoe a Kupe Pathfinder Scholarship, a three-year scholarship funded by the Ralph and Eve Seelye Trust; and the Jamieson Family Sport Scholarship for Pasifika Students, won in 2024 by hockey player Kayli Tuiraviravi.

The Foundation successfully met the annual Consumer Price Index (CPI) and target distribution rate for all endowed funds. As of 31 December 2024, the Foundation's total assets stand at \$122m.

With the support of our alumni community, we are pleased to report an increase in donations to our appeals programme, particularly for initiatives such as our Student Hardship Fund and Alumni Appeal Scholarships. While the challenging target of \$40m was not achieved with \$6.5m being the figure for donations, this speaks to the extraordinary result of 2023 and that 2024 is more in line with historical donation levels; 2024 was a challenging one financially for many in New Zealand and Wellingtonians in particular, with cost of living and Government restructuring as contextual factors.

Alumni, corporate sponsors, and University staff raised \$40,960 to help students pay expensive power bills during the Wellington winter. This outpouring of support meant that nearly twice as many students benefitted from the Winter Energy Grants in 2024 compared to the previous year.

The Post Wellington Gold Awards saw dozens of alumni celebrated at a glittering 1920s-themed event at The Embassy on Thursday 22 August 2024, with alumni receiving awards for new thinking and emerging businesses. The University sponsored the New Thinking Gold Award. It was won by Brooke Roberts, a marketing, international business, and finance alumna and one of the people behind wealth app Sharesies. Other businesses recognised at the awards included Supreme and Supporting Gold award-winner Creative HQ, whose CEO Catherine Jones holds a Bachelor of Arts and Laws from Te Herenga Waka. Creative HQ have helped support more than 450 other companies through their startup programmes.

Our Open Day on 25 August 2024 was a very successful event for our school-leaver cohort, with approximately 5,500 people coming through across the three campuses.

International student numbers continued to rebound in 2024 from COVID-19 declines. The number of commencing international fee-paying students was up from 2023's 664 to 804 EFTS exceeding the target of 545 EFTS.

The University's sustainability efforts have again been recognised in the Australasian Green Gown Awards, the most prestigious award of sustainability best practice within the global education sector. The University was a finalist in two categories in the Green Gown Awards this year. Growing our Future, the University's reforestation project, was a finalist in the 'Nature Positive' category. The sector-wide climate scenarios project, a collaboration between Aotearoa's universities, was a finalist in the 'Powerful Partnerships' category.

Taiawa Wellington Tech Hub, a new co-working space that will see innovative local businesses based at Te Herenga Waka, opened in June 2024. The shared workspace is hosted on Level 5 of Rutherford House. Twelve established small- to medium-sized companies are already now based in the 50-desk space, and more are waiting in the wings. They include carbon management businesses Cogo and Carbon Invoice, online shopping charity donation app Virtue, and scientific literature review assistant Litmaps.

The Pasifika Roadshow, held across multiple regions, engaged local communities, families and prospective students, providing comprehensive information on study options and encouraging alumni towards postgraduate study. The collaboration involved partnering with local government, mayors and the Electoral Commission. Our partnership with the National University of Samoa fosters collaborative research opportunities, with the Faculty of Graduate Research and Faculty of Health. The Pasifika Graduation is a vibrant celebration of Pasifika graduates, families and the University's commitment to nurturing Pasifika cultures and identities. The Office of the Assistant Vice-Chancellor Pasifika, alongside the Pasifika Student Success team, continue to champion Pasifika student and staff achievement, fostering an inclusive environment and advocating for improved outcomes across the University.

In 2024, the University launched its new Pakohe (sustainability) school-leaver scholarship. This is a distinctive scholarship in the tertiary sector and signals the University's commitment to 'fostering the leaders of tomorrow.' The scholarship was popular with school-leavers, and we welcomed 28 of those applicants to join us as partners to help build our pathway to sustainability.

All performance indicators

STRATEGY	INDICATOR	2024 ACTUAL	2024 TARGET	2023 ACTUAL	2022 ACTUAL
Research (pages 13–14)					
S1	External Research Income (\$m)	99.0	100.0	115.3	88.3
S1	Number of new invention disclosures	30	35	30	50
S1	Publications (Scopus-indexed) in top 25% of journals (%)	55.0	58.2	57.4	56.8
S1, S2	Research postgraduate/Total EFTS (%)	7.4	8.0	7.3	6.9
S1, S2	Commencing research postgraduate EFTS	123	150	133	96
Teaching and Learning (pages 15–16)					
S2	Taught postgraduate/Total EFTS (%)	14.7	14.0	12.9	12.6
S2	Teachers assessed as ≥ good by students (%)	97	97	95	96
S3, S3	Graduates in employment, further study, and not seeking work first year post-graduation (%)	93	97	97	98
S2, S6	Proportion of students rating services and facilities as 'good' or 'very good' (%)	77.0	80.0	75.0	75.9
S2, S4	Commencing Māori student EFTS	538	600	527	561
S2, S4, S5	Commencing Pasifika student EFTS ¹	331	350	312	344
S4	Proportion of professors who are female (%)	28.2	31.0	28.2	26.9
S4	Proportion of academic staff who are Māori (%)	6.1	7.0	5.6	5.7
S4, S5	Proportion of academic staff who are Pasifika (%)	2.4	4.0	2.4	2.6
Engagement (pages 17–18)					
S3, S5	Commencing international full-fee EFTS	804	545	664	294
S3	Fundraising (\$m) includes all bequests, pledges and cash donations ²	12.6	40.0	33.9	158.0
All (pages 13–18)					
S6	Revenue retained as surplus for reinvestment (%)	2.60	0.01	5.60	-5.10
S6	Staff satisfaction—Your Voice (%)	70	75	N/A	N/A

¹ Includes international Pasifika students.

² The What if...? fundraising campaign operated for 10 years until 2022.

TEC-defined Educational Performance Indicators (EPIs)

EPI TYPE	DESCRIPTION	2024 PROVISIONAL	2024 TARGET	2023 ACTUAL	2022 ACTUAL
Participation	The proportion of total SAC ³ eligible EFTS enrolled at the TEO who are non-Māori, non-Pasifika at level 4–7 (non-degree) (%) ⁴	28.2	40.0	32.2	35.8
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are Māori at level 4–7 (non-degree) (%) ⁴	20.9	30.0	30.1	21.8
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are Pasifika at level 4–7 (non-degree) (%) ⁴	55.1	40.0	37.7	43.2
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are non-Māori, non-Pasifika at level 7 degree (%)	79.8	78.0	80.4	80.7
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are Māori at level 7 degree (%)	13.8	15.0	13.5	13.2
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are Pasifika at level 7 degree (%)	7.7	8.0	7.3	7.2
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are non-Māori, non-Pasifika at level 8–10 (%)	87.3	87.0	88.1	87.9
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are Māori at level 8–10 (%)	8.9	9.0	8.5	8.5
Participation	The proportion of total SAC eligible EFTS enrolled at the TEO who are Pasifika at level 8–10 (%)	4.4	5.0	3.9	4.0
First Year Retention	The first-year retention rate for non-Māori, non-Pasifika students at level 7 degree (%)	82.1	83.0	76.2	77.8
First Year Retention	The first-year retention rate for Māori students at level 7 degree (%)	73.2	77.0	65.8	69.5
First Year Retention	The first-year retention rate for Pasifika students at level 7 degree (%)	76.3	81.0	70.1	74.4
Course Completion	The course completion rate for non-Māori, non-Pasifika students (SAC eligible EFTS) at level 1–10 (%) ⁵	87.8	90.0	86.7	87.0
Course Completion	The course completion rate for Māori students (SAC eligible EFTS) at level 1–10 (%) ⁵	80.9	84.0	79	77.9
Course Completion	The course completion rate for Pasifika students (SAC eligible EFTS) at level 1–10 (%) ⁵	71.5	77.0	68.3	66.8
Research	The amount of External Research Income earned (\$m) ⁵	99.0	100.0	115.3	79.5
Research	The number of research degrees completed	504	545	495	540
International	The number of international EFTS ⁶	1,630	2,048	1,442	1,098

³ Student Achievement Component funding.

⁴ Participation rates for non-degree EFTS are subject to high variability due to small numbers.

⁵ PBRF definition, excluding sub-contracts to other New Zealand Universities. PBRF ERI result recast following final PBRF audit each following May.

⁶ International full-fee paying students plus NZAID and Commonwealth Scholarship students.