



Ala o le Moana

Pacific Strategy
2025–2030



Waipapa
Taumata Rau
**University
of Auckland**



Manumanu ni cagi

The Pacific frigatebird: Pacific Strategy metaphor

The Pacific Strategy adopts the Fijian name for the frigatebird, manumanu ni cagi² (frigatebird, bird of the winds), to privilege Pacific Indigenous languages³ and acknowledge that the noun manu is commonly found in Pacific languages across the region to define birds⁴. Manumanu ni cagi serves as a compelling metaphor of identity and unity for Pacific peoples at Waipapa Tamata Rau, University of Auckland. Inspired by the frigatebird installation that overlooks the malae of our Fale Pasifika, the metaphor evokes images and narratives of resilience, excellence, focus, observation from an elevated position, migration histories, and a holistic relationship with the moana and the Pacific region. Early Pacific navigators were guided to Aotearoa New Zealand⁵ by great manumanu ni

cagi, eventually settling here, sustained by the abundance of this whenua.

Manumanu ni cagi are renowned for their ability to seamlessly soar vast distances and employ wind currents to their advantage. This skill mirrors our ability as a university to read and navigate the global academic landscape with strategic precision, reaching great heights in research, innovation and entrepreneurship, teaching and learning, and service and leadership. Like the well-travelled manu that always return home, our world leading university in the Pacific extends its influence globally, but remains grounded in the values and aspirations of its communities.

Ala o le Moana Pacific Strategy

“Ala o le Moana” is an expression embedded in gagana Sāmoa (Sāmoan language). It encapsulates the deep connection Pacific peoples have with the ocean, symbolising journeys, exploration, and the pursuit of knowledge. The term “Ala” translates to “path” or “way,” while “moana”¹ signifies the “ocean”. Together, they form “pathways of the ocean”. This idiom is emblematic of Pacific people’s journeys within and across vast oceanic expanses, highlighting their deep history, mastery and expertise in navigation and exploration.

In many Pacific cultures, the ocean is not merely a physical entity but rather an element of identity, spiritual and ancestral connectedness and heritage. The title “Ala o le Moana” reflects Pacific relationality, emphasising the moana as a pathway to discovery and a conduit for cultural transmission. This connection is evident in various educational and leadership initiatives that draw inspiration from traditional navigation and wayfinding practices. Ala o le Moana underscores the importance of acknowledging, appraising and integrating Pacific worldviews and languages in contemporary discourse, ensuring that the rich and evolving heritage of Pacific communities continues to inform and inspire future generations.

³Pacific Indigenous names for the frigatebird: Ak, Toorlōn (Marshall Islands); ‘Āta (Tonga); ‘Ātafa (Sāmoa); Belama (Roviana, Solomon Islands); Daula (Lengo, Guadalcanal, Solomon Islands); Hakuai, Hakuwai, Hokiōi, Hokiwai, Okioi (Māori); Iji or Iti (Nauru); ‘Iwa (Hawai’i); Katafa (Tuvalu, East Futuna, Tokelau); Kasap (Caroline Islands); Kéra (Kahuan, Makira, Solomon Islands); Kota (Niue); Kasaqua, Manumanu ni cagi (Fiji); Kōta’a Iti, Kōta’a Nui (Cook Islands Māori); Manipusa (Vanuatu); Otaha, Ota’a, Iva, Mokoe, Kota’a, Kotaha, Mokohe, Mo’ohe’ Ua Koo; Tokoa (French Polynesia, Tahiti, Tuamotu); Te Eitei Are e Bubura (Kiribati).

⁴With over 1400 languages in the Pacific, it is impossible to find a common term that encapsulates the magnitude of this diversity.

⁵The god Pourangahua flew from the legendary dwelling place of Hawaiki to Aotearoa New Zealand on a magic bird. The name of his bird was Manunui-a-Ruakapanga, which means ‘The Big Bird of Ruakapanga’. The significance of these connections is captured in Tāne-nui-a-rangi (the meeting house on Waipapa Marae).

¹The common word across most Polynesian languages for Ocean.

²Manumanu ni cagi appear in many Pacific proverbs and sayings, for example:

- Sāmoa: Fa’amanu o savili. Like a bird in the wind.

- Hawai’i: Lele ka iwa, maile kai koo. When the frigatebird flies out towards the ocean, the sea will be calm.

- Solomon Islands: (Lengo, Guadalcanal), Ko ovo veghe na daula te vatogha na sivo mana maraghata. Soar like the frigatebird that is attentive to changing winds/weather.



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Community	A collective of individuals and groups connected through shared interests, values, and aspirations. Community at Waipapa Taumata Rau includes current students, staff, alumni and donors, external partners, schools, prospective students, organisations, industries, and broader networks and stakeholders.
Community-relevant	Aligned with the needs, priorities, and aspirations of Pacific communities within and external to Waipapa Taumata Rau.
Equity	Fair and just access, participation, experiences, and success. Achieving equity is everyone's right and responsibility. (See Te Ara Tautika The Equity Policy .)
Intersectionality	A way of understanding unique and overlapping aspects of identity and related opportunities, challenges, advantages, and disadvantages. An analytical framework that recognises multiple axes of discrimination and prejudice caused by structural inequities. (See Crenshaw, 1989 .)
Intersectional competency	Recognising that individuals experience discrimination and privilege in unique and intersecting ways. The ability to understand and effectively respond to the complex interplay of various identities and power dynamics.
Malae	Sāmoan for open space or public square.
Pacific data sovereignty	Rights and responsibilities to determine the means of collection, access, analysis, management and dissemination of Pacific data or information deriving from Pacific data – including historical, existing, and impending datasets.
Pacific knowledge systems	Systems incorporating Pacific cultural values, worldviews, traditions, practices and languages.
Pacific peoples/Tangata o Te Moana-nui-a-Kiwa	The diverse communities of people with family connections and genealogical links to the Pacific region and peoples located across the moana/wansolwara/ocean. Tangata o Te Moana-nui-a-Kiwa have unique and shifting identities, traditions, languages, and histories. (See Navigating Pacific Positionality at Waipapa Taumata Rau.)
Pacific values	The shared principles and beliefs that guide the actions, relationships, and practices of Pacific peoples. The Pacific values articulated in Ala o le Moana are the core values of Taumata Teitei from Pacific student and staff perspectives.
Parity	The achievement of equitable outcomes for Pacific peoples. Academic achievement and completion on par with other student cohorts.
Shifting the dial	Making a positive significant change or impact in a particular situation or context.
Vā, wā, ka, ba and wantok	Pacific concept of relationships woven from past, present, and future encounters that have enduring links to all entities. It refers to time, space, and relationships. Wantok is the set of relationships (or a set of obligations) between individuals characterised by some or all of the following: (a) common language (wantok = one talk), (b) common kinship group, (c) common geographical area of origin, (d) common belief in the principle of reciprocity.

Waipapa Tātai Hono	Māori-Pacific relationships. Recognising and nurturing the ancestral relationships with Māori whanaunga of Waipapa Taumata Rau, University of Auckland as embodied in Tāne-nui-a-rangi (the meeting house on Waipapa marae).
Manumanu ni cagi	Fijian Indigenous name for the frigatebird. Bird of the winds. Pronunciation mar-noo-mar-noo-nee-thungee.
Tangata Tiriti	Te reo Māori for “People of the Treaty”. Includes non-Māori citizens and residents.
≈	Indicates a full business case will be required.



Foreword and executive summary

Ala o le Moana is an enabling Pacific strategy which endeavours to amplify the strengths of Pacific students, staff and communities to achieve the outcomes described in Taumata Teitei. A foundational commitment is strengthening existing relationships and nurturing new ones with iwi Māori and other Tangata Tiriti to progress Taumata Teitei and Toitū Waipapa. This commitment is guided by the University's values of respect, integrity, excellence, and service, from a Pacific lens.

Ranked 65th in the 2025 QS World University Rankings, Waipapa Taumata Rau, University of Auckland holds the distinction of being Aotearoa New Zealand's highest-ranked university across all international ranking systems. We are internationally recognised as a transformative leader in higher education, the advancement of knowledge, and the cultivation of partnerships throughout the Pacific region and beyond. Consistently placed within the Top 100 of the [QS World University Rankings](#) since 2004, we also rank within the global Top 20 of the [Times Higher Education University Impact Rankings](#), reflecting our significant contributions to advancing the United Nations Sustainable Development Goals. We are the world's largest provider of degree-level tertiary education for Pacific learners and are home to the largest proportion of

**Professor
Jemaima Tiatia-Siau,
Pro Vice-Chancellor
Pacific reflects that:**



The metaphor of the frigatebird mirrors what our University embodies, in our ability to navigate the global academic landscape, our strategic precision and our commitment to reaching great heights in research, innovation, entrepreneurship, teaching, learning, service and leadership. Frigatebirds thrive in challenging oceanic environments, thus symbolising resilience. Like the frigatebird, we aspire to master flight and navigational flightpaths, to be resilient and able to adapt. Similarly, as a 'World leader in the Pacific', we should personify adaptability and perseverance; address global challenges such as climate change, sustainability, AI and other technological advancements, and equity; and be well-grounded in Pacific wisdom and connections to our Pacific identity.

Pacific academics and students in Aotearoa New Zealand, encompassing both those of Pacific heritage and those engaged in Pacific-focused research and teaching.

Ala o le Moana sets out a bold vision for the University to become a world leader of Pacific excellence in research, innovation and entrepreneurship, teaching and learning, and service and leadership. We are inspired by the pathways of the moana, and the navigational mastery of the manumanu ni cagi. The strategy will succeed by building an inclusive environment of strength, resilience and ambition, where Pacific students and staff thrive, their cultures, values, and languages are respected, and their contributions are visible and impactful. Ala o le Moana recognises Pacific languages as fundamental to traditional knowledge systems and the essence of Pacific identities.

Ala o le Moana upholds Taumata Teitei's commitment "to sustainability, the preservation and enhancement of our natural world, as well as an emphasis on the positive impact that Waipapa Taumata Rau must have on the global, social, and economic systems critical to collective problem-solving and equitable outcomes across the world."⁷ Ala o le Moana also endorses the whole-of-university approach to creating the conditions needed for a mana-enhancing culture and a university environment focused on wellbeing⁸.

Ala o le Moana commits to five main strategic flightpaths (priorities), that seek to strengthen engagement with our communities and empower Pacific peoples associated with the University: i) Shifting the dial with, and for, Pacific students to advance their success; ii) Honouring relationships with iwi Māori and other Tangata Tiriti; iii) Enriching Pacific representation, leadership, and visibility; iv) Elevating Pacific-led research; and v) Nurturing and strengthening community. Guided by the Office of the Pro Vice Chancellor Pacific, these priorities address the portfolios of Taumata Teitei through a Pacific lens: Ako (Education and Student Experience), Su'esu'ega (Research and Innovation), Teu Le Va (Partnership and Engagement), Kolo (Enabling Environment), Tangata (People and Culture).

The University acknowledges the challenges faced by Pacific students and staff, including inequitable outcomes, underrepresentation, and all forms of discrimination and prejudice. It commits to addressing these through systemic change, strengthened relationships, strategic investment, and a clear plan of monitoring and evaluation.

⁷See [Te Rautaki Aronga Toitū | Sustainability Strategy](#).

⁸As outlined in the [Oranga Tauira | Student Wellbeing Plan 2019](#).

Navigating Pacific positionality at Waipapa Taumata Rau

Tangata o Te Moana-nui-a-Kiwa is the collective frame we employ for Pacific peoples at Waipapa Taumata Rau to signify our position – a position that is cognisant of place, context and time; is open to ongoing adaptation; and promotes Pacific people's unity by articulating a common purpose.

Our positionality:

- 1 Foregrounds and elevates our ancestral ties as whanaunga to iwi Māori; to actively honour Waipapa Tātai Hono⁹ of Toitū Waipapa¹⁰ and Kawea Ake¹¹, Te Kōtuitanga¹² and Te Tiriti
- 2 Enhances the foundation of Pacific peoples within Waipapa Taumata Rau, drawing clear connections to the place of Pacific peoples in the University's strategic direction – and ensuring Pacific values, worldviews, languages, and ways of knowing, doing and being are always part of the discourse and measures of success
- 3 Unites Pacific peoples at Waipapa Taumata Rau through a collective positionality that is enriched by our unique and intersecting cultural, social and professional identities; where our diversities are embraced and valued in our research, innovation and entrepreneurship, teaching and learning, and service and leadership; and where Pacific knowledge systems are valued parts of our vision and mission as a University

⁹A key Taumata of Toitū Waipapa

¹⁰The enduring Indigenising framework of Waipapa Taumata Rau

¹¹The strategy of the Office of the Pro Vice Chancellor Māori

¹²Memorandum of Understanding between Ngāti Whātua Ōrākei Trust and Waipapa Taumata Rau



Context and rationale

Strategic context

Centrally positioned in the superdiverse city of Tāmaki Makaurau, Waipapa Taumata Rau is the largest provider of degree-level education for Pacific peoples and the largest university in Aotearoa New Zealand. We honour Te Kōtuitanga by acknowledging our formalised relationship with Ngāti Whātua Ōrākei as mana whenua of central Tāmaki and the Waitematā, and, accordingly of Waipapa Marae. Our University is home to multiple ways of knowing, doing and being that can be leveraged to further enrich our approaches to research, innovation and entrepreneurship, teaching and learning, and service and leadership; locally, regionally, and globally.

Pacific context

Ala o le Moana foregrounds equity, research, engagement, relationships and partnerships that inspire and support Pacific communities in Aotearoa New Zealand and the broader Pacific region. Aotearoa's close ties across the Pacific region make it a critical hub for Pacific peoples. Tāmaki Makaurau is the largest Polynesian capital and has one of the largest Pacific populations in the world. Such diversity is reflected across all our campuses. The University is committed to an enabling and empowering ecosystem for Pacific peoples that addresses the unique challenges and opportunities in Aotearoa and across the Pacific region.

Key challenges and opportunities

Despite significant advancements that Pacific peoples have made in research, innovation and entrepreneurship, teaching and learning, and service and leadership, we are still trailing in key social and economic indicators. Inequitable outcomes for Pacific students persist, and are reflected by lower levels of academic success and lower programme completion and participation compared to other student cohorts. (See Appendix A.)

Challenges for Pacific staff include underrepresentation in senior permanent academic and professional roles; a lack of job security; and poor career progression compared to other groups. Ala o le Moana will work in conjunction with Taumata Teitei, the Pacific Staffing Strategy and other University policies to address contextual challenges for Pacific students and staff. The University has recently developed initiatives¹³, ¹⁴, ¹⁵, ¹⁶ to address these challenges, and Ala o le Moana can coordinate these efforts to ensure a concerted university-wide approach for systemic change.

Discriminatory and harmful behaviours are also a challenge for Pacific peoples. The University is responsible for addressing all forms of discrimination and prejudice, including structural and systemic racism, ableism, ageism, classism, homophobia, religious intolerance, sexism and transphobia. This responsibility gives effect to the Equity Policy alongside other relevant University policies.¹⁷

Our vision: A bold ambition for Ala o le Moana

➤➤➤ A world leader of excellence in the Pacific

The heart of Pacific success, embracing our heritage, shaping the present, and inspiring generations

The vision for Waipapa Taumata Rau, University of Auckland, is Pacific excellence in the domains of research, innovation and entrepreneurship, teaching and learning, and service and leadership. The University will be globally recognised as a world leader of Pacific excellence, a transformative leader in transdisciplinarity and sustainability in the tertiary sector, and a driver of systemic intergenerational change for Pacific success. This vision is inspired by Pacific values and guided by the principles of the Pacific Islands Forum Secretariat 2050 Strategy for the Blue Pacific Continent, as well as the 2030 United Nations Sustainable Development Goals.

Mission

Waipapa Taumata Rau will achieve the vision of Ala o le Moana by:

- › Leading and shaping global academic discourse
- › Setting benchmarks for sustainable cultural and linguistic practices
- › Advancing technological innovation
- › Fostering regional development

The University is symbolised as a landing place of many waka, representing connections between people and resources, while also embodying the exchange of knowledge and best practices. Drawing on the metaphor of Taumata Rau (many peaks or points of ascension), our inaugural Pacific Strategy embraces the manumanu ni cagi as a shared Indigenous symbol for Tangata o Te Moana-nui-a-Kiwa and their intersectional diversity and multifaceted journeys.

Aligned with Taumata Teitei, Ala o le Moana values the relationships between iwi Māori, Tangata Tiriti, and Pacific ways of knowing, doing, and being. It prioritises research that reflects our place in the Pacific. Activating these commitments across all areas of the University will enable groundbreaking and transformative change for Pacific peoples and communities. Working collectively will ensure Pacific excellence is understood and progressed as a key measure of success for Taumata Teitei.

Strategic flightpaths

Ala o le Moana is driven by the following strategic flightpaths (priorities):

- 1 Shifting the dial with, and for, Pacific students**
Advancing Pacific student success at multiple critical transition points
- 2 Honouring relationships with iwi Māori and other Tangata Tiriti**
Progressing Taumata Teitei and Toitū Waipapa
- 3 Enriching Pacific representation, leadership, and visibility**
Strengthening Pacific leadership within and beyond the University
- 4 Elevating Pacific-led research**
Supporting research that is culturally enriched, community-relevant, impactful, and visible
- 5 Nurturing and strengthening communities**
Supporting Pacific development through community engagement and collaboration

Critical to the achievement of the strategic flightpaths are the strands of i) coordinating mechanisms for strategic data and metrics and ii) generating sustainable impact through strategic investment. The creation of this strategy will be followed by the development of a robust data-driven monitoring and evaluation framework to track progress and measure success. Sustainable funding models are pivotal to resourcing and realising all five of the strategic flightpaths. The third strand is linked to the University degree structure, where relational pedagogy, and enhanced visibility of Pacific knowledge systems in teaching frameworks, curriculum design, and goals to advance student success will guide future programmes and practice. Supporting the ongoing development and growth of Te Papa Ako o Tai Tonga (South Auckland Campus) as a key hub for engagement with Pacific communities will also be critical in achieving the strategy's flightpaths.

¹³Te Ara Tautika - The Equity Policy

¹⁴See the Curriculum Transformation: Research Insights for Pacific Success (2022) report

¹⁵The Waipapa Taumata Rau Learner Success Plan

¹⁶University Entrance partnership with Auckland Schools.

¹⁷See the Policy Hub.

Waipapa Taumata Rau Values – with our Pacific lens

Just as manumanu ni cagi soar over vast distances and returns to their nest, core values provide the nest or foundation from which we rise to global leadership and innovation for Pacific excellence in all areas of Waipapa Taumata Rau. The interconnected values of respect, integrity, excellence, and service are woven together through relationality, a cornerstone value that frames the lives of Tangata o Te Moana-nui-a-Kiwa.

University of Auckland values	Pacific perspectives on UoA values
Excellence	Tulagasili, Tofā Manusina – Sāmoa; Lelei taha – Tonga; Namba wan – Papua New Guinea; ‘Oī loa – Hawai’i Soaring together to achieve and sustain world-leading standards in research, teaching, leadership and service, while honouring Pacific ways of knowing, doing, and being and empowering communities through collective efforts and transformation
Respect	Fa’aaloalo – Sāmoa; Vakarokoroko, Veidoko – Fiji; Fakaaloalo – Tuvalu; Bwebwenato – Marshall Islands; Suufen – Federated States of Micronesia Anchoring Pacific identities in reciprocal relationships that honour people, traditions, knowledge systems, and place, while ensuring safe, inclusive, and thriving communities
Integrity	Hanenamo – Motuan, Papua New Guinea; Kupono – Hawai’i; Minaolek – Guam; Tiratiratu – Cook Islands; Mahani Fakamooli – Niue; Fa’amāoni – Sāmoa Building trust through respect, accountability, cultural humility, words and actions that nourish Pacific health, safety and wellbeing and upholding each person’s mana in our shared vā, wā, ka, ba, wantok
Service	Tautua – Sāmoa; Veiqaravi – Fiji; Lawelawe – Hawai’i; Seves – Vanuatu; Fetokoní’aki – Tonga Living our cultural responsibility through selfless commitment to current and future generations and reciprocal care for our Pacific communities

Foundational Te Ao Māori principles

>>> Manaakitanga

Caring for those around us in the way we relate to each other

>>> Whanaungatanga

Recognising the importance of kinship and lasting relationships

>>> Kaitiakitanga

Valuing stewardship and guardianship and our relationship with the natural world

Strategic flightpaths, outcomes, indicators of success





Shifting the dial with, and for, Pacific students

Establishing a mana-enhancing teaching and learning ecosystem that fosters belonging, health, safety and wellbeing, and academic success for Pacific students. This includes prioritising relational pedagogic frameworks and sustained support systems inspired by Pacific knowledge systems.

Waipapa Manawa Whenua Waipapa the heartbeat

Outcomes	Indicators of success	Actions	Co-leads	Key stakeholders	Now	Next	Later
Pacific students achieve unprecedented success and parity of achievement outcomes, supported by an ecosystem prioritising holistic health, safety and wellbeing, equity, and opportunity.	Parity of achievement outcomes for Pacific students through enhanced system coordination and collaboration Increased number of MOUs with key Auckland schools to achieve UE parity for Pacific students	All student-centred services, faculties and LSRI's identify their commitments, governance and resourcing of the Learner Success Plan.	OPVC Pacific Schools and Community Engagement Team	All student-centred services and faculties/LSRI's Fonoaga Pasifika Te Vaka Tupu'anga ¹⁸ OPVC Student Experience and Success OPVC Equity OPVC Global and Graduate Research OPVC Māori Chief Operating Officer Te Tumu Herenga: Libraries and Learning Services	✓		
		Collaborate with Tuākana to ensure strengthened support for all students at critical transition points throughout the student journey.			✓		
A mana-enhancing and accessible environment empowers Pacific student agency and success from prospect to alumnus, and celebrates Pacific ways of knowing, doing and being.	Improved rates of Pacific student participation, retention, achievement and course/qualification completion by 2030	Formalise opportunities for student voice and agency to influence and inform University decision making and actively report outcomes.	OPVC Pacific	Schools and Community Engagement Team OPVC Student Experience and Success Alumni Relations Chief Operations Officer		✓	

¹⁸Working committees under the Office of the Pro Vice Chancellor Pacific. Fonoaga Pasifika is the committee of Associate Dean's and Directors Pacific. Te Vaka Tupu'anga is the committee of Senior Pacific Professional staff.



Honouring Relationships with iwi Māori and other Tangata Tiriti

Nurturing new and strengthening existing relationships and engagement with iwi Māori and other Tangata Tiriti to honour Te Tiriti o Waitangi and advance shared goals for Pacific and Māori success. This includes co-creating strategic initiatives and aligning with Taumata Teitei.

- Waipapa Tātai Hono **Ancestral ties**
- Waipapa Ki Uta **Waipapa the landing place**

Outcomes	Indicators of success	Actions	Co-leads	Key stakeholders	Now	Next	Later
Elevation of our ancestral whakapapa ties with iwi Māori, in a context framed by a shared commitment to Te Tiriti o Waitangi	Deepened collaboration and growth in co-created initiatives with the Office of PVC Māori and Māori colleagues enacted and reported	Collaborate with the OPVC Māori to strengthen reciprocal relationships, to develop Tuākana and other student initiatives, and to advance Indigenous and Pacific research programmes.	OPVC Pacific OPVC Māori	OPVC Māori OPVC Equity Kaiārahi Te Tumu Herenga: Libraries and Learning Services Fonoaga Pasifika Te Vaka Tupu'anga		✓	
Nurtured and strengthened reciprocal, and generative collaboration with iwi Māori, and Tangata Tiriti, advancing our shared objectives for mutual learning and excellence	Formalised collaboration with iwi Māori and other Tangata Tiriti to advance strategic priorities and interests, realising our commitments to iwi, Tāmaki Makaurau, Aotearoa and the Pacific region	Work with the OPVC Māori to identify and leverage existing strategic relationships and identify opportunities for new collaborations across the University, and embed Ala o le Moana in alignment with Waipapa Tātai Hono. Bi-annual hui/fono on Māori-Tangata o Te Moana-nui-a-Kiwa relations and mātauranga links.	OPVC Pacific OPVC Māori	All University leaders Ngā Pae o te Māramatanga Fofonga for Pacific Research Excellence University Research Centres		✓	



Enriching Pacific representation, leadership, and visibility

Increasing Pacific representation in leadership, governance, and decision-making roles will foster a culture that values Pacific knowledge systems. Mentoring and leadership development flightpaths enriched by Pacific values will support Pacific peoples to thrive.

>>> Waipapa Tangata Rau **Waipapa the place of great people**

Outcomes	Indicators of success	Actions	Co-leads	Key stakeholders	Now	Next	Later
Waipapa Taumata Rau is globally recognised for its inclusive and enabling staff culture that supports Pacific peoples to achieve their full potential.	Increased numbers of Pacific staff at the University by 2030	Recognise and reward staff for contributing to our position as a world leading Pacific university through promotion processes, teaching excellence, marketing, showcase events, symposia, community fono (hui).	OPVC Pacific OPVC Equity OPVC Māori	Strategic Engagement, Marketing, Recruitment, Communication, Engagement			≈
Pacific staff in leadership, governance, and key decision-making roles shape institutional policies, lead and contribute to strategic initiatives, and shape the University culture.	At least 3% increase by 2030 in numbers of Pacific academic and professional staff completing the leadership development programmes and/or leadership representation in governance and strategic decision-making roles across Waipapa Taumata Rau	Enhance staff mentoring programmes by integrating Pacific worldviews and languages and strengthening skills in leadership, research, teaching, governance, and Pacific values.	OPVC Pacific Organisational Development	All University leaders Human Resources Organisational Development Faculties/LSRIs		✓	
		Develop a business case for the development of a Pacific equivalent of the Kaiārahi role to provide strategic Pacific professional staff leadership.					≈
Mentoring and professional development opportunities ensure continuous career progression, and advocacy for holistic health, safety and wellbeing.	At least 5% ¹⁹ proportional increase by 2030 in the number of permanent Pacific senior academic and professional staff, for example, more Pacific Professors Explicit references to Pacific intersectional identities evident in university discourse	Align mentoring initiatives with Pacific staff development priorities that include expanding skills and knowledge of leadership.	Deans Department Heads Line Managers	Human Resources Organisational Development Fofonga for Pacific Research Excellence		✓	
		Develop a University-wide co-designed Pacific cultural and intersectional competency framework and embed within University processes. Monitor engagement and gather feedback to assess its impact and application to practice.					✓

¹⁹In 2023, only 29% of the total Pacific staff cohort are on permanent contracts. Pacific staff constitute only 3.5% of the overall permanent academic workforce and 7.8% of the permanent professional workforce. Within senior academic ranks (senior lecturer and above), Pacific staff represent just 1.6% of all senior permanent academic staff at the University, showing only a minimal increase from the 1.3% reported in 2001.



Elevating Pacific-led Research

Supporting research that is culturally enriched, community-relevant, and which addresses issues that are acknowledged to be pressing and significant locally, regionally and globally. The strategy promotes building Pacific researcher capacity, ensuring clear pathways for progression of researching staff, promoting Pacific methodologies and approaches, and ensuring the visibility and impact of Pacific research.

➤➤➤ Waipapa Ngā Maunga Whakahī **Waipapa land of proud mountains**

Outcomes	Indicators of success	Actions	Co-leads	Key stakeholders	Now	Next	Later
Elevated and resourced Pacific-led research that is culturally enriched, community-relevant, and globally recognised for its transdisciplinarity and impact	Pacific research repositories or outlets are established and/or further developed for Pacific-led innovation and transdisciplinary approaches in research and research leadership.	Advance the mission and vision of Fofonga for Pacific Research Excellence by enhancing capacity, prioritising key areas, increasing visibility, and maximising impact.	Director Fofonga for Pacific Research Excellence Research and Innovation Office	Research Divisions Research and Innovation Office DVC Research and Innovation UniServices Pacific Business Development Director	✓		
		Develop guiding principles for the creation of an open access digital repository to showcase Pacific research and responses to global and regional challenges. Publish and showcase Pacific research across multiple outlets.		ADs Research ADs Pacific Research Service Managers Faculties/LSRIs Te Tumu Herenga: Libraries and Learning Services OPVC Global and Graduate Research		✓	
		Develop guiding principles for identifying, prioritising, and resourcing research needs, including publications in Pacific languages; digitise antiquated publications on Pacific research ethics.		OPVC Reputation and Performance School of Graduate Studies CEO UniServices OPVC Innovation and Enterprise			✓
Influenced by Pacific values and creative methods, Waipapa Taumata Rau generates transformative knowledge and ethical research, creating lasting local, regional, and global impact.	An established global standard for ethical research and innovation guided by Pacific values	Undertake a review of research processes that act as barriers to conducting research guided by Pacific values and creative practices.	DVC Research and Innovation OPVC Pacific OPVC Māori	Fofonga for Pacific Research Excellence Research and Innovation Office Research Integrity Office Centre for E-Research Faculties/LSRIs			✓
		Collaborate with relevant service divisions to develop guiding principles for Pacific research ethics and Pacific Indigenous data sovereignty.		CEO UniServices Pro Vice-Chancellor Innovation and Enterprise UniServices Pacific Business Development Director		✓	



Nurturing and strengthening community

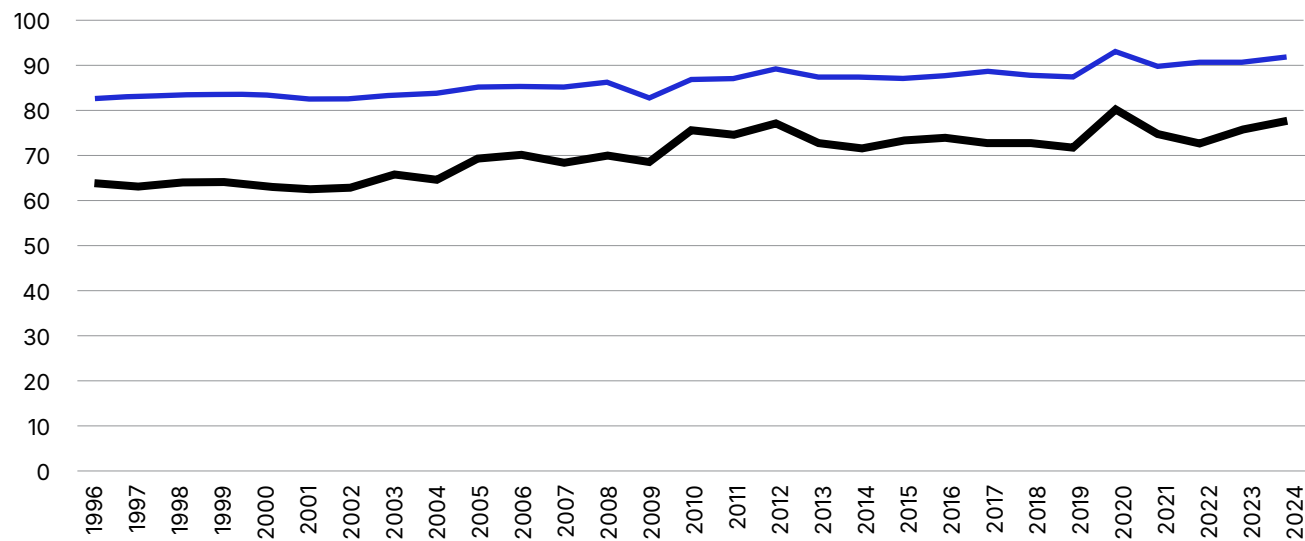
Building strong internal and external community networks to promote Pacific initiatives, enhance collaboration, and position the University as a leading Pacific partner. This involves identifying Pacific-centred activity within the University, and fostering relationships and aligning goals with alumni, industries, and Pacific communities in Aotearoa and the broader Pacific Island region.

Waipapa Herenga Waka Waipapa the mooring post

Outcomes	Indicators of success	Actions	Co-leads	Key stakeholders	Now	Next	Later
Waipapa Taumata Rau is the leading Pacific partner for research, innovation, and education, for communities, government, NGOs, industries, and global stakeholders.	Waipapa Taumata Rau achieves the highest strategic funding investment for Pacific initiatives in Aotearoa and the Pacific region. Waipapa Taumata Rau becomes the partner of choice for Pacific education, research and innovation for communities, industries, and policymakers.	Co-design a plan of action to showcase our strengths, success stories (research and education), and collaborative possibilities to grow our networks and further bolster our reputation.	OPVC Pacific	OPVC Māori OPVC Equity DVC Research and Innovation Universities New Zealand OPVC Global and Graduate Research School of Graduate Studies CEO UniServices PVC Innovation and Enterprise UniServices Pacific Business Development Director			✓
		Support the growth of Tai Tonga Campus and the development of their strategic plan by supporting University engagement initiatives on site.			✓		
Through collaboration, the University builds a global network driving Pacific excellence in innovation, regional development, educational equity, and research.	Waipapa Taumata Rau establishes and maintains an increasing database/network of Pacific leaders, innovators, scholars, global citizens and changemakers actively influencing regional and strategic decision-making.	Establish and host a biennial global Pacific knowledge summit, partnering with leading Pacific universities to attract policymakers, academics, student leaders, community changemakers, and innovators to address pressing Pacific issues with measurable post-summit policy impacts.	OPVC Pacific	All University leaders ODVC Strategic Engagement International Office Alumni Relations and Development International Central Networks and Strategic Partners Director Fofonga for Pacific Research Excellence OPVC Global and Graduate Research CEO UniServices Pro Vice-Chancellor Innovation and Enterprise UniServices Pacific Business Development Director		✓	
		Establish formalised working relationships with the Pacific Islands Forum Secretariat, Pacific regional policy entities, and Pacific regional and national universities.					✓



Pacific student pass rate 1996–2024



— Total SPR
— Pacific SPR



Pacific Strategy-on-a-page

➤➤➤ **Ala o le Moana**

A world leader in the Pacific

Our Pacific metaphor, manumanu ni cagi - Frigatebird

Ala o le Moana (pathways of the Ocean), our Pacific strategy adopts the manumanu ni cagi as an Indigenous Pacific metaphor for Pacific peoples and their journeys at the University. As a leading Pacific and world-ranked university, manumanu ni cagi emphasises navigational mastery, soaring ambition, innovation, and global impact that define success in higher education.

Positionality and Waipapa Tātai Hono

Tangata o Te Moana-nui-a-Kiwa is the collective frame we have employed for Pacific peoples at Waipapa Taumata Rau to signify our position, one that is cognisant of place, context and time; is open to ongoing adaptation and change; and promotes Pacific people's unity by articulating a common purpose.

Bold ambition for Ala o le Moana

➤➤➤ **A world leader of excellence in the Pacific**

The heart of Pacific success, embracing our heritage, shaping the present, and inspiring generations

Waipapa Taumata Rau values through our Pacific lens of relationality

➤➤➤ **Respect | Integrity | Excellence | Service**

Strategic flightpaths (priorities)

- ➊ Shifting the dial with, and for, Pacific students to advance Pacific student success
- ➋ Honouring relationships with iwi Māori and other Tangata Tiriti groups to progress Taumata Teitei and Toitū Waipapa
- ➌ Enriching Pacific representation, leadership, and visibility within and beyond the University
- ➍ Elevating Pacific-led research that is culturally enriched, community-relevant, impactful and visible
- ➎ Nurturing and strengthening communities for Pacific development

Outcomes

- ➊ Excellence in all domains
- ➋ Strengthened collaboration with iwi Māori and other Tangata Tiriti
- ➌ Enriched Pacific leadership, representation, and visibility
- ➍ Groundbreaking contributions to resolving challenges, and innovative Pacific-led research that leaves a legacy of visible and ethical social impact
- ➎ Leading Pacific partner of choice for collaboration across the Pacific region, globally and a growing powerful network of global changemakers

Indicators of success

Recognised for Pacific excellence in all domains, the University is the preferred partner in Aotearoa New Zealand and the Pacific for sustainability, research, education, and regional development, achieving unparalleled Pacific student and staff success, strategic collaboration, leadership networks, and record investment in Pacific initiatives.

