

# A STRATEGIC DIRECTION FOR A TĀMAKI INSTITUTE<sup>1</sup> 2025-2026

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## INTRODUCTION | KUPU ARATAKI

Tāmaki Institute will be, first and foremost, an institution of tertiary-level vocational education and training (VET). For us, VET blends academic theory and industry/professional practice to prepare people with skills and knowledges to not only operate effectively in careers and the real world and to help make it better.

We are the new public VET provider for Tāmaki Makaurau | Auckland. From 1 January 2026, Tāmaki Institute draws together Manukau Institute of Technology (MIT) and Unitec, each of which has fifty years or more of experience serving the workforce development needs of Aotearoa | New Zealand's largest city. Integrated, we will be a comprehensive institute of technology, serving the workforce development and community needs of Tāmaki Makaurau | Auckland through VET programmes from NZQCF Level 1 (certificate) to 10 (doctorate) across a broad spectrum of fields of study.

2026 will be a formational year, standing up a new Governing Council, Executive Leadership Team and an integrated approach to vocational education and training. The purpose of this document is to set general directions around which MIT and Unitec can coalesce now as this formation occurs. A more detailed Strategic Plan, including specific goals and timelines, can be developed during 2026.

## VISION | TIROHANGA ROA

We are working together taking Tāmaki forward! Tāmaki Institute will be the preferred provider of vocational education and training for Tāmaki Makaurau | Auckland. We will deliver high-quality, relevant, and future-focused learning that reflects the diverse strengths and needs of our region. Our graduates will be confident and capable, and our employers and community partners will value the skills, excellence and innovation they bring to the workforce and to Tāmaki Makaurau | Auckland more widely.

## TE TIRITI O WAITANGI

Tāmaki Institute will be guided by Te Tiriti o Waitangi. It shapes our values, priorities, and practices as we work to achieve equity for Māori and Tangata Tiriti. Through enduring and respectful relationships with iwi, hapū, and hāpori across Tāmaki Makaurau | Auckland, we will create meaningful and long-term partnerships with shared aspirations.

## VALUES | NGĀ UARA

Tāmaki Institute brings together two institutions each imbued with its own set of values. These values will forever be a vital part of the whakapapa of Tāmaki Institute. These two sets of values will raft up together, enjoying parity of esteem and relevance in helping guide the Tāmaki Institute during its establishment phase.

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<sup>1</sup> This name is purely for the purposes of this draft document and other integration planning documents. No name has yet been established for the entity that will arise as a result of the amalgamation of MIT and Unitec.

These values are illustrated in a model called Tāmaki Waka Hourua, shown on the last page of this document.

Tāmaki Institute will be a new entity and not merely a combination of MIT and Unitec. The new Council, Chief Executive and Executive Leadership Team (ELT) have the responsibility to lead a process for determining how these values, and any potential new values, will fit the Tāmaki Institute.

## BRAND | WAITOHU

Our brand is the public expression of our identity, including our values and how they shape our actions. MIT and Unitec each have unique brands that enjoy particular recognition and strengths within the various domestic and international communities we serve. While Tāmaki Institute is being formed, we will maintain these two brands at least up to the end of 2026. This will not prevent, and indeed will help inform, our organisational and strategic integration. The new Council, Chief Executive and ELT will lead the strategic exploration of our current and future brands.

## POWERFUL PARTNERSHIPS | HONONGA MANA

We exist to work in collaboration with our partners, helping them achieve their goals. Our partners start with our kaimahi and ākonga, and expand to include Auckland employers and communities, and international communities of relevance.

- a) Learner Success. Our learners will be well supported to succeed, and our graduates will be greatly valued by employers and our communities. We are committed to equitable educational outcomes. We will create prioritised opportunities to achieve excellent educational outcomes for all, and particularly for Māori, Pacific and Disabled ākonga. To that end, we will provide a range of dedicated learner support services, co-created by Māori, Pacific and Disabled people, focused on achieving this goal.
- b) People with Purpose. Education and training thrive when enabled by high skilled kaimahi from diverse perspectives who are empowered and passionate about their mahi. We will attract kaimahi of the highest calibre, who will work well in partnership with each other. We will respect and value the knowledge, skills and manaakitanga that our kaimahi bring to their mahi. This includes a commitment to kaimahi wellbeing and safety, professional development, diversity and equity, and reward strategies.
- c) Partnership with Tāmaki Makaurau | Auckland. Tāmaki Makaurau | Auckland is a Smart City<sup>2</sup> combining smart people with smart infrastructure to unlock potential. We will partner first and foremost with the Tāmaki Makaurau | Auckland communities we serve including iwi and hapū, employers, professional bodies, local government, schools, religious and community organisations. It will be easy and worthwhile for partners to talk with us about their needs. Through these partnerships, we will ensure our dynamic portfolio of educational programmes are responsive to their current and future workforce training needs. These partnerships will also help facilitate seamless access to education and work for our ākonga, with our graduates being ready for work, and work-ready.
- d) Partnered Research. We are active in applied research and rangahau Māori, complementing curiosity with our knowledge, skills and networks. We work with industries, professions and communities to solve real-world problems and gain insights, and to train ākonga to do the

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<sup>2</sup> [Smart City - The Vision for Auckland | Auckland Conversations](#)

same. Where our capabilities align with nationally-funded research projects, our priority will be to contribute our applied research expertise in partnership with other investigators (e.g. at universities and other research institutions).

- e) Comprehensive Provision. It should be easy for employers to engage with vocational education and training. As a genuine partner, we will facilitate provision by other VET providers in those areas of demand where we are unable to adequately respond ourselves.
- f) International Attractiveness. Tāmaki Makaurau | Auckland operates at the highest international standards across its many areas of endeavour. Our cultural richness benefits from people understanding and appreciating the many cultures represented in its workforce. Domestic ākonga will appreciate a learning environment that reflects the diversity of Tāmaki Makaurau | Auckland. International ākonga will be attracted to Tāmaki Institute because of the quality of the learning experience; both will benefit from the national and international relevance and transferability of their learning outcomes. In a sustained period of constrained domestic funding, international revenue provides an opportunity to advance our aspirations.

## ACADEMIC EXCELLENCE | AKORANGA KOUNGA

We are a tertiary vocational education and training institution, settling for nothing less than the highest quality of learning and teaching.

- g) Excellent Programmes. Our programmes will fully align with learning outcome standards set by Industry Skills Boards and other professional and regulatory bodies. We will drive excellence through the scholarship of learning and teaching and innovative, evidence-based curriculum design. Ākonga will be assessed through real-world tasks and challenges that demonstrate the practical application of knowledge and skills. These will include industry-based, project-based, and reflective activities that foster critical thinking. This commitment will be supported by a strong Quality Management Framework and a culture of continuous improvement and professional development.
- h) Personalised and Accessible Learning. We will work to tailor educational pathways to reflect each learner's prior learning, strengths, aspirations, and circumstances. This will include supportive kaimahi, adaptive technologies, individual learning plans, culturally-aligned support, and access to essential learning facilities and resources. Delivery will be flexible and integrated – offered on-campus, online, in-work, and through individual and peer-based learning – to best meet the diverse needs of ākonga and employers. With campuses in Mt Albert Waitakere, Manukau, Otara and the CBD, and a commitment to expanding through partnerships, Tāmaki Institute will be well positioned to provide access to specialist training where it is most needed.
- i) Artificial Intelligence (AI). We will ensure our ākonga are prepared for a world that is inevitably being massively changed by the rapid advancement of AI across all areas of endeavour. Our ākonga will come to understand the nature of AI and the opportunities and risks it presents – particularly for their chosen areas of work. They will develop skills in how to work with AI ethically and constructively.

## CATALYSTS FOR SUCCESS | TE NGĀKO ANGITŪ

Our commitments to powerful partnerships and academic excellence will be enabled by simple, sustainable ways of working.

- j) Simplicity. We will design Tāmaki Institute to be simple and easy to navigate for both ākonga and kaimahi. We will remove barriers to access, success, and productivity. This commitment will guide our decisions on policies, processes, and systems.
- k) Financial Viability and Evidence-based Decisions. Our work is vital for Tāmaki Makaurau | Auckland. In order to achieve our immediate and longer-term goals we must be financially viable and build financial reserves that can improve learner outcomes and enable essential innovations. Therefore, financial considerations will be a key component of decision making. Additionally, we need to ensure our decisions are guided by our values and based on the best possible evidence. As such, we will place high value on robust data collection and analysis.
- l) Technological Innovations. As an Institute of Technology, we will leverage innovative technologies to enhance learning and productivity. We will, directly or through our valued industry partnerships, ensure that our ākonga are exposed to technologies that are at the forefront of the world of work into which they will progress.
- m) Sustainability. We will prepare our graduates for a world in which there is shared responsibility for environmental sustainability, stewardship of cultural heritages and collective lifelong learning.

## PLANNING FRAMEWORK | KAUWHATA TĀTAI

As a new institution emerging from five years of significant organisational change, Tāmaki Institute now requires a refreshed Planning Framework. The key planning documents that will be developed over the next 12 months are outlined below.

Tier 1 Tāmaki Institute Strategic Direction (2025-2026, to be replaced by a full Strategic Plan in 2026)

Tier 2 Strategic documents

- Academic Strategy (2026-2028)
- Applied Research Strategy (2026-2028)
- Learner Success Strategy (2026-2028)
- Māori Success Strategy (2026-2028)
- Pacific Success Strategy (2026-2028)
- Disabled Success Strategy (2026-2028)
- International Success Strategy (2026-2028)
- People, Culture & Wellbeing Strategy (2026-2028)
- Financial & Sustainability Strategy (2026-2028)
- Campus & Property Strategy (2026-2028)
- Information and Digital Services Strategy (2026-2028)
- Engagement Strategy (2026-2028)
- Marketing & Communications Strategy (2026-2028)
- AI Strategy (2026-2028)

Tier 3 Operational Plans

- School Annual Plans (2026)

## **DRAFT FOR CONSULTATION**

- Academic & Learner Support Service Annual Plans (2026)
- Service Directorate/Centre Annual Plans (2026)

### Tier 4 Personal Plans

- For kaimahi employed under Unitec, this will be annual ADEP documents (2026)
- For kaimahi employed under MIT, this will be annual PERFORM documents (2026)

# Tāmaki Waka Hourua

**Kua tawhiti kee too haerenga mai, kia kore e haere tonu.**

**He nui rawa ou mahi, kia kore e mahi nui tonu.**

**We have come too far to not go further. We have done too much to not do more. Naa Taa Hemi Henare.**

## NGĀKAU MĀHAKI - RESPECT

### TE TIRITI LED, WE HONOUR OUR WHAKAPAPA RESPECTFULLY

We put our learners and communities at the heart of all we do, in a way which honours Te Tiriti o Waitangi. We respect the tuakiritanga (identity) of each institution - where we are today, where we have come from and where we are going.

### MANAAKITANGA

**We CARE for others to nurture achievement**

We genuinely care for others. So we make people feel welcome through kindness, understanding and respect. We make them feel appreciated by acknowledging their contributions. All of which creates an environment where achievement is nurtured.

### KAITIAKITANGA

**Guardianship**

Guardianship reflects all aspects of what we do, particularly knowledge/processes we are sharing and how we deliver them. All that it means to guard, keep and protect mātauranga, ourselves, students, each other and the environment.

### TUUHONOHONO

**We are CONNECTED**

We build valuable partnerships with industries, businesses and individuals, where knowledge is shared and created without silos, fences or egos. When others talk, we really listen. We're open and approachable. Because we want our networks to be strong and our relationships to be genuine and long-lasting.

### MAHI KOTAHITANGA

**Cooperation**

A spirit of generosity and co-operation will guide all our actions. Co-operation will result in shared vision, shared goals, shared outcomes. All that it means to work in unity.

### WHAI HIRANGA

**We are EXCELLENT**

To help people become the best they can be, we aim higher in everything we do. So we push boundaries and exceed expectations. It's the way we achieve great results and the reason we get to celebrate success.

### RANGATIRATANGA

**Authority and Responsibility**

We accept the principle that Māori have authority over and responsibility for all teaching and learning relating to the Māori dimensions of knowledge. Leadership is an exercise in partnering with whānau, community, industry, stakeholders and schools.

### TUUTURU

**We are REAL**

We admire people who are genuine and honest. Down to earth people who reflect the way we like to teach, with practical, hands-on learning that leads to real skills for real jobs in the real world.

### WAKARITENGA

**Legitimacy**

Legitimising all voices and needs through equitable resourcing and access. Creating a space for the equal proportion of knowledge and resources. Using your voice and having your say.



**MANUKAU  
INSTITUTE OF  
TECHNOLOGY**  
Te Whare Takiura o Manukau

Waka Hourua are traditional double hulled voyaging canoes used by Māori and Pacific peoples to explore and connect across vast oceans. The Tāmaki Waka Hourua stands as a symbol of resilience, unity and progress. It reflects the commitment of MIT and Unitec to work in partnership with the communities we serve, guided by our values and drawing on our collective knowledge and strengths to navigate change and shape our future.



**Unitec**  
Te Whare Wānanga o Wairaka