

A Strategic Direction for Manukau Institute of Technology and Unitec 2025-2026



Kupu Arataki | Introduction

Manukau Institute of Technology and Unitec is the pre-eminent vocational education and training (VET) provider for Tāmaki Makaurau | Auckland, with national and international relevance.

We provide high quality tertiary-level vocational education and training to our diverse communities, blending academic theory with industry and professional practice. Our students gain skills and knowledge to be successful in their careers, making the world a better place for our families, communities, industries and professions.

From 1 January 2026, Manukau Institute of Technology and Unitec draw together over 100 years of experience serving the workforce development needs of Tāmaki Makaurau | Auckland, the country's largest city. We will join together with parity of esteem as a new, stronger entity, bringing our histories, our experiences and our people with us.

We will be a comprehensive institute, serving the workforce development and community needs of Tāmaki Makaurau | Auckland, from NZQCF Level 1 (certificate) to 10 (doctorate) across a broad spectrum of study areas.

2026 will be a formational year, standing up a new governing Council, Executive Leadership Team and an integrated approach to VET. The purpose of this document is to set the general direction around which Manukau Institute of Technology and Unitec can unite. A more detailed Strategic Plan, including specific goals and timelines, will be developed in 2026.

Tirohanga Roa | Vision

Manukau Institute of Technology and Unitec is the leading provider of vocational education and training for Tāmaki Makaurau | Auckland, appealing to ākonga (learners) from around the country and internationally. Caring deeply for our ākonga, we will deliver high-quality, relevant, and future-focused learning that reflects the diverse strengths and needs of our region. Our graduates are impressive, confident and capable, and employers and community partners value the skills, excellence and innovation they bring to the workforce, and to the Tāmaki Makaurau | Auckland region.



Te Tiriti O Waitangi

Manukau Institute of Technology and Unitec 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.

We will build upon our enduring and respectful relationships with iwi, hapū, and hapori across Tāmaki Makaurau | Auckland, strengthening meaningful and long-term partnerships with shared aspirations.

Ngā Uara Values

Manukau Institute of Technology and Unitec brings together two institutions each imbued with its own set of values.

These values will forever be a vital part of the whakapapa of Manukau Institute of Technology and Unitec. They will raft up together, enjoying parity of esteem and relevance in helping guide Manukau Institute of Technology and Unitec during its establishment phase. These values are illustrated in a model called Tāmaki Waka Hourua, shown on the next page.

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 Manukau Institute of Technology and Unitec.

Waitohu Brand

Our brand is the public expression of our identity, including our values and how they shape our actions. Manukau Institute of Technology and Unitec each have unique brands that enjoy particular recognition and strengths within the various domestic and international communities we serve.

While Manukau Institute of Technology and Unitec 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 brand(s). We will manage any change in brands carefully and with respect for our kaimahi (staff), ākonga and stakeholders.

Tāmaki Waka Hourua



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.

NGĀKAU MĀHAKI - RESPECT

TE TIRITI GUIDED, 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.

**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).

Hononga Mana | Powerful Partnerships

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

Ākonga Success

Our ākonga will be equipped and supported to succeed, not just at the beginning of their careers, but as required throughout their working life. Our graduates will be greatly valued by employers and our communities for their skills, knowledges, critical thinking abilities and values. We are committed to equitable educational outcomes. We will create prioritised opportunities to achieve excellent educational outcomes for all. We recognise that there are groups of ākonga that may require particular attention, for a variety of reasons, including Māori, Pacific, whaikaha, neurodiverse and refugee ākonga, and the Rainbow community. To that end, we will provide a range of dedicated ākonga support services, co-created by these communities, focused on achieving this goal. We will hold ourselves accountable for being responsive to ākonga through such methods as Student Council representation, Net Promoter Score and “you said – we did”.

People with Purpose

Education and training thrive when enabled by knowledgeable and highly skilled kaimahi from diverse perspectives who are empowered and passionate about their mahi. We have and will attract, develop and retain kaimahi of the highest calibre. Our team 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.

Partnership with Tāmaki Makaurau | Auckland

Tāmaki Makaurau | Auckland is a Smart City combining smart people with smart infrastructure to unlock potential. We will partner first and foremost with the Tāmaki Makaurau | Auckland communities we serve including mana whenua, employers, professional bodies, local government, schools, religious and community organisations. We will be accessible and engaging for partners to talk with us about their needs. Through effective 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.

Partnered Research

We will be leaders in applied research, Kaupapa Māori research and Pacific research, complementing curiosity with our ethics, knowledges, skills and networks. We work with industries, professions and communities to address real-world opportunities and gain insights, involving and training our ākonga to do the same. We recognise many of challenges facing out partners will benefit from multidisciplinary approaches. Where our capabilities align with nationally or internationally-funded research projects, we will bring our applied research expertise into partnerships with other investigators (e.g. at universities and other research institutions).



Comprehensive Provision

It should be easy for employers to engage with vocational education and training. As a genuine partner, we will work with employers to provide whole solutions to their training needs. Where appropriate, we will facilitate provision by other VET providers in those subjects and locations where we are unable to adequately respond ourselves.

International Attractiveness

Manukau Institute of Technology and Unitec operates at the highest international standards across its many areas of endeavour.

Our organisational culture benefits richly from people understanding and appreciating the many cultures represented within our kaimahi and ākonga community. Domestic and International ākonga will appreciate a learning environment that reflects the diversity of Tāmaki Makaurau | Auckland.

International ākonga will be attracted to Manukau Institute of Technology and Unitec because of the quality of the learning experience. All ākonga 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.



Akoranga Kounga | Academic Excellence

We are a tertiary vocational education and training institution, offering the highest quality of learning and teaching.

Excellent Programmes

Our current and new programmes will fully align with standards set by Industry Skills Boards and other professional and regulatory bodies. We will consider unification of similar programmes at Manukau Institute of Technology and Unitec on a case by case basis, considering market requirements and opportunities for efficient delivery. We will drive excellence through the scholarship of learning and teaching and innovative, research-based curriculum design. Ākonga will be assessed through real-world tasks and challenges that demonstrate the currency and 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.

Personalised and Accessible Learning

We will work to tailor educational pathways to reflect the prior learning, strengths, aspirations, wellbeing and circumstances of each ākonga. This will include empathetic and 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.

Human-Centredness and Artificial Intelligence (AI)

We will ensure our kaimahi and 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.

Te Ngāko Angitū | Catalysts For Success

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

Simplicity

We will design Manukau Institute of Technology and Unitec to be simple and easy to navigate for both ākonga and kaimahi. We will remove barriers to access, success, and productivity. This principle will guide our decisions on policies, processes, and systems.

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 ākonga 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 place high value on robust data collection, analysis and transparency.

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 kaimahi and ākonga are exposed to technologies and human innovations that are at the forefront of the world of work through which they will progress.

Sustainability | Kaitiakitanga

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.

Kauwhata Tātai | Planning Framework

As a new institution emerging from five years of significant organisational change, Manukau Institute of Technology and Unitec now requires a refreshed Planning Framework.

The key planning documents that will be developed over the next 12 months are outlined overleaf.



Tier 1

Manukau Institute of Technology and Unitec 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)

Ākonga Success Strategy (2026-2028)

Māori Success Strategy (2026-2028)

Pacific Success Strategy (2026-2028)

Whaikaha 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)

Academic & Ākonga 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 Manukau Institute of Technology, this will be annual PERFORM documents (2026)

Ngā Kupu | Meaning of Māori Words

In the context of this Strategic Directions document, the following Māori language words should be interpreted as set out here.

Ākonga	Students (Prospective, Current, Graduates) of Manukau Institute of Technology and Unitec
Hapori	Community group
Hapū	Subtribe
Iwi	Tribe
Kaimahi	Employees of Manukau Institute of Technology and Unitec
Kaitiakitanga	Guardianship
Kaupapa Māori Research	Research with a focus on Māori interests and/or with Māori epistemologies and methodologies
Mana Whenua	Māori iwi or hapū with authority relating to a particular region of land and sea
Manaakitanga	Caring for and upholding people's dignity
Tāmaki Makaurau	Auckland
Tangata Moana	People from the Pacific Islands
Tangata Tiriti	People who live (permanently or temporarily) in New Zealand but who are not Māori
Te Tiriti	The Māori language version of The Treaty of Waitangi
Te Tiriti o Waitangi	The Treaty of Waitangi
Whaikaha	Disabled learners

