



Māori Strategic Framework

2022



Cover: D33.2095 Taurapa
Above: D65.918 Hei tiki
Otago Museum, Dunedin, New Zealand



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Te Whakatuwheratanga: Introduction

Nau mai, tauti mai ki Te Rautaki Māori mō Te Whare Wānanga o Otago. Welcome to the Māori Strategic Framework 2022.

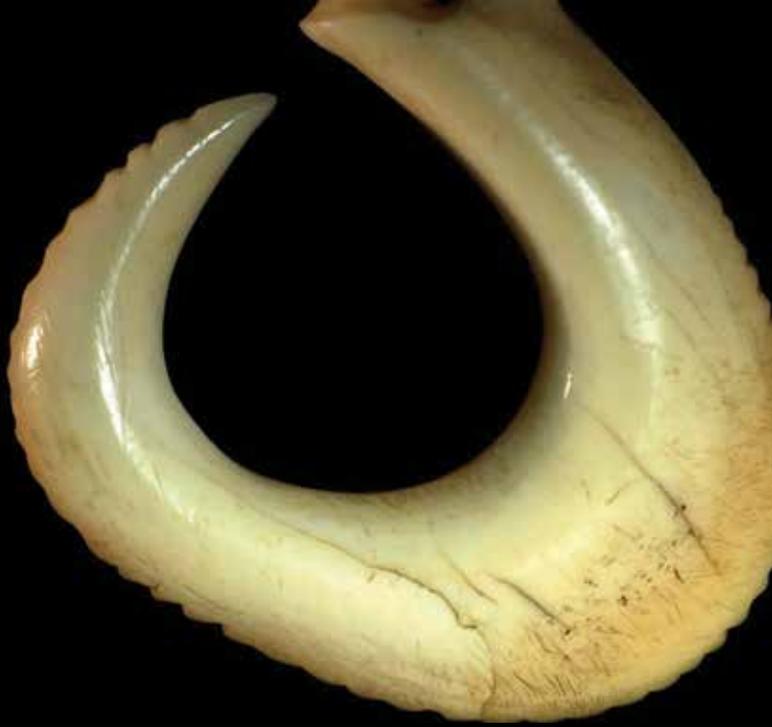
This new version of the Māori Strategic Framework (MSF) seeks to build on momentum and progress to date, and to guide the University to a new level of engagement:

- Deepening the University’s commitment to achieving equitable Māori participation and success rates in tertiary education;
- Championing an environment in which scholarship and partnership will flourish to advance Māori development aspirations; and
- Setting and pursuing ambitious goals around embedding mātauranga Māori within the University’s core functions.

The first iteration of the MSF¹, launched in June 2007, was a landmark for the University. The inaugural MSF upheld the mana of the Treaty of Waitangi while making concrete the University’s commitment to Māori advancement through a set of carefully articulated goals and strategies.

The MSF ushered in a confident new phase in the University’s engagement with iwi and Māori entities, and strong progress was made towards the various goals and strategies through a number of outstanding initiatives.

¹University of Otago Māori Strategic Framework (2007–2012)



Our primary Treaty relationship with Ngāi Tahu has served as the foundation for our partnerships with many iwi throughout the country – an increasing number of which, like Ngāi Tahu, are moving into their post-settlement development phase. There are now greater opportunities and increased expectations for institutions such as ours to tangibly support development aspirations.

Indeed, New Zealand’s social and economic landscape has changed significantly since 2007, and recent consultation undertaken to refresh the MSF has revealed a need to adjust our strategic emphases to address new areas of opportunity.

With a firm foundation from which to advance, the next phase of maturity – consistent excellence across the MSF’s six strategic goals – is both significant and exciting. While all staff will be involved in the implementation of the MSF, ultimate responsibility resides with the Office of Māori Development and University of Otago Academic and Support Services leaders (i.e. the University’s senior management team).

Welcome to the next stage of Māori advancement at the University of Otago.

GOAL ONE

Te Arahina me Te Honohono: Leadership and Partnership

To demonstrate strong, accountable leadership which contributes to whānau, hapū and iwi development.

Observation

This goal focuses on two distinct relationship principles:

Leadership, which is courageous, challenging and transformative, and contributes to the development and success of Māori; and

Partnership, which serves as the foundation for meaningful and sustainable relationships.

1.1 Leadership

To demonstrate strong leadership to achieve the University's Māori development goals and the aspirations of its iwi partners.

Response

1. Stronger support for, and commitment to, the Māori Strategic Framework will be demonstrated by the University's senior leadership and all staff. This support and commitment will be reflected in key University documents and processes, including academic review and recruitment processes.
2. There will be continued and enhanced Māori leadership at the University (i.e. the Director of Māori Development, Associate Deans Māori, senior Māori academics, Māori-specific roles and those in management positions), and promotion of these roles and their responsibilities to the wider University community.
3. There will be appropriate Māori participation in the development of key University strategies, plans, policies and processes to ensure they reflect the University's commitment to the Treaty of Waitangi and Māori development goals, including mana whenua and tangata whenua issues and perspectives. This will include the provision of cultural support and advice to the University to strengthen the relationship with, and uphold the integrity of, mana whenua.



4. There will be appropriately co-ordinated leadership for the implementation of the Māori Strategic Framework within the University at institutional, divisional and departmental levels.

1.2 Partnership

To strengthen the University’s commitment to its primary Treaty of Waitangi partner, Ngāi Tahu, and other iwi/Māori and indigenous groups with which it holds a formal relationship or engages to ensure mutual benefit for all partners.

Response

1. The relationship with Ngāi Tahu, the University’s primary Treaty partner, and other iwi/Māori partners will be further developed to ensure these relationships are mutually beneficial and uphold the integrity of mana whenua and other iwi.
2. The Treaty of Waitangi Committee will be supported to provide oversight and guidance on the University’s relationships with Ngāi Tahu and other iwi/Māori groups, and will be the conduit for information between the University and Papatipu Rūnaka.
3. There will be greater sharing of information between the University of Otago and Ngāi Tahu, and other iwi/Māori groups, highlighting Māori achievement and scholarship at Otago and enhancing the University’s “Māori profile”.
4. University of Otago Relationship Principles will be developed and consistently applied to guide the development of new partnerships with Māori and to manage existing ones.
5. International partnerships between indigenous students, groups, communities and the University of Otago will continue to be developed, providing opportunities for staff and students to connect and work internationally.

Above: D10.279 Slate pendant
Otago Museum, Dunedin, New Zealand





Te Rangahau Māori: Māori Research

To undertake research that is transformative and beneficial for Māori communities, including research that increases understanding of te ao Māori and mātauranga Māori, and supports the University's commitment to excellence in research.

Observation

This goal focuses on increasing the production of quality research that contributes to the achievement of Māori development aspirations and advances the University's Māori research profile and overall research excellence.

Response

1. The development, strengthening, valuing and showcasing of Māori-focused research across all campuses will be championed.
2. Leadership will be provided to communicate Māori research interests to senior management, and to ensure that appropriate strategic objectives for Māori research are established and linked to the University's high-level strategic planning, and effectively communicated.
3. Strategic objectives for Māori research will, among other things, focus on increased funding and support for Māori-focused research and researchers within the University.
4. Māori academic input into research-related policies will be increased, as will participation and influence on key University research bodies.
5. The Research Consultation with Māori Policy will be reviewed, strengthened and promoted to academic staff to ensure that the principles and procedures of the policy are adhered to, and that University research has a greater positive impact on Māori well-being and development.

GOAL THREE

Ngā Whakahaerenga Pai: **Quality Programmes and Teaching**

To create and enhance exemplary learning and teaching environments which allow staff and students to engage capably with te ao Māori and mātauranga Māori through the provision of outstanding and innovative degree and support programmes, and excellence in teaching.

Observation

This goal focuses on quality programmes and excellence in teaching. Otago has made significant progress in this area and the challenge now is to build on that to increase Māori participation and success.

3.1 Quality Programmes

To develop and deliver quality undergraduate and postgraduate degree and support programmes that are culturally inclusive and enable students to engage with te ao Māori and mātauranga Māori.

Response

1. In partnership with academic divisions, a Māori curriculum audit will be undertaken to determine the breadth and depth of Māori content across curricula in the various disciplines offered within the University.
2. Extending from the audit, a set of recommendations will be developed around increasing Māori content in relevant curriculum areas.
3. In partnership with the Higher Education Development Centre and academic divisions, models of good practice in the design, delivery and assessment of Māori curriculum will be profiled across the University.
4. In partnership with the Higher Education Development Centre and academic divisions, wānanga and other professional development opportunities will be provided for academic staff to build on Māori curriculum content.
5. The number of culturally-relevant programmes and papers at the University of Otago will be increased, with the aim of increasing both the number and calibre of Māori students successfully completing study at the University of Otago.



3.2 Teaching

To deliver excellent and innovative teaching that provides a positive learning experience and enables students to understand relevant aspects of te ao Māori and mātauranga Māori.

Response

1. In partnership with the Higher Education Development Centre and academic divisions, academic staff will be offered professional development opportunities to build on their knowledge of culturally-appropriate pedagogical styles of teaching and learning;
2. Broader learning opportunities around tikanga and te reo Māori will be offered to all staff. Uptake of this training will improve cultural competence and enable more effective response to the diverse needs of Māori students.
3. Excellent, inspiring and engaging teaching will be supported, and outstanding teachers will be profiled throughout the University.
4. Opportunities (including wānanga and symposia) will be provided for senior academic staff – Māori and non-Māori – to collaborate on best practice and innovative approaches to improving Māori academic success.





Ngā Taonga Tuku Iho: **Te Reo and Tikanga Māori**

To increase the use of te reo and tikanga Māori (Māori language and cultural practices) across each level of the University.

Observation

This goal promotes uptake of te reo and tikanga Māori throughout the University. While a goal in its own right (as articulated in this section), increased use of te reo and tikanga Māori is integrated throughout all goals in the Māori Strategic Framework to ensure the University makes a meaningful and ongoing contribution.

Response

1. Professional development opportunities in te reo and tikanga Māori will be made available to all staff. Increased expertise with te reo and tikanga Māori will be achieved through facilitating increased uptake of these training opportunities.
2. The use of te reo and tikanga Māori across all activities and developments will be promoted and supported so that Māori language and culture become entrenched within the fabric of the University.
3. Māori signage, imagery and design aspects will be promoted across all campuses and required in any new building developments, landscape and open space developments.
4. Tikanga and kawa guidelines for the University of Otago will be developed and implemented.
5. A Māori Language and Culture Advisory Group will be established with appropriate mana whenua and tangata whenua representation to strengthen Māori language and cultural procedures.



GOAL FIVE

Te Taumata Angitu Māori: Māori Student Success

To increase Māori student success at Otago by providing an environment in which Māori students are supported to thrive and succeed as Māori.

Observation

This goal promotes Māori student participation and success at the University of Otago by championing an excellent environment that is conducive to Māori student recruitment, retention and achievement.

Response

1. Strategic objectives, linked to the University's high-level strategic planning, will pursue improved participation, retention and achievement rates for Māori students in first-year study and beyond.
2. A particular strategic focus will be placed upon increasing the number of Māori studying at the postgraduate level, and the resources made available to them.
3. Existing, successful outreach and support initiatives for Māori students will continue to be promoted, supported and, as appropriate, expanded.
4. Best practice (evidence-based) academic, pastoral and cultural support will be identified and provided to all Māori students studying at the University of Otago.
5. More opportunities will be created for Māori students to enter residential colleges for their first year of study, providing both academic and cultural benefits.
6. A Māori Student Transition Strategy will be developed and implemented to successfully support the transition of Māori students from the compulsory education sector to university study.
7. Opportunities to showcase Māori student achievement and success at the University of Otago will continue to occur. This success will be communicated locally, nationally and internationally.



Above: D79.6640 Kete
Otago Museum, Dunedin, New Zealand





Te Whakapakaritanga o ngā Kaimahi Māori: Māori Staff Growth and Development

To increase the number of Māori staff at the University of Otago and support their professional and cultural development.

Observation

This goal's focus is the recruitment and retention of greater numbers of Māori academic and professional staff at the University of Otago, and ensuring these staff are valued and supported in their professional and cultural development.

Response

1. Through proactive recruitment, the number of Māori academic and professional staff will increase to levels that more accurately reflect their proportion of New Zealand's general adult population.
2. The number of Māori staff who have both expertise in mātauranga Māori and their field or discipline will be increased by:
 - a. strategically “growing our own” Māori staff by supporting development from undergraduate study through to postgraduate study and academic appointments (succession planning); and
 - b. the targeted recruitment of new staff.
3. There will be greater support for the academic, professional and cultural development and promotion of Māori staff.
4. The University will support Māori staff to work and live as Māori, and promote wider acknowledgement of, and respect for, the value of mātauranga Māori (knowledge and skills) that Māori staff possess.
5. Opportunities to showcase Māori staff achievement and success at the University of Otago will continue to be supported.

