



UNIVERSITY OF  
**Otago**

**DEVELOPMENT OF THE  
MĀORI STRATEGIC FRAMEWORK**



## Introduction

This paper aims to provide a brief on the whakapapa, or history, of developing the Māori Strategic Framework (Framework) at the University of Otago. It provides information on the processes which led to the endorsement of the Framework by the University Council on 10 July 2007. The Framework is the first of its nature for the institution and was developed to provide a clear direction for the University of Otago's contribution to Māori development<sup>1</sup>.

## Treaty Stocktake

The University of Otago commissioned a Treaty of Waitangi Stocktake in 2005. The Stocktake was undertaken to establish the University's position with regard to its Treaty of Waitangi obligations, aspirations and responsiveness, and once completed provided two key findings. The first was a retrospective picture and solid baseline for the University in terms of progress made in this area over the previous 5-years, and the second was the clarification of areas requiring attention for future planning.

The Stocktake, and subsequent developments, were overseen jointly by Darryn Russell, Kaitohutohu Kaupapa Māori and David Thomson, Head – Funding and Planning. An independent consultant was engaged, (Janine Kapa - Kia Maia Bicultural Communications), to contribute to the methodology and undertake the specific processes around the Stocktake.

Two information collection methods were used to undertake this Stocktake:

1. A review of relevant documentation<sup>2</sup>; and
2. A series of one-on-one interviews and interest groups with selected staff and student groups across the University.

The first stage, the documentation review, informed the second stage by way of contributing to the development of the topic guides for each grouping.

The sample was selected based on set criteria<sup>3</sup> and was also discussed with the Academic Audit Reference Group and slightly modified as a result. The table below depicts the number of staff/groups interviewed in each grouping:

Staff Grouping	Number
Senior Management	11
General Staff	6
Academic Staff	6
Focus Groups (46 participants in total)	6
TOTAL	29

<sup>1</sup> This includes whānau, hapū, iwi and Māori provider development.

<sup>2</sup> This included external documents from the Tertiary Education Commission, Ministry of Education, Te Rūnanga o Ngāi Tahu and internal University documents e.g. University Charter, University Profile etc.

<sup>3</sup> Position, degree of involvement in the University's implementation of its Treaty responsibilities and key strategies, awareness or otherwise of the University's Treaty responsibilities, level of involvement with Māori students on campus; and ethnicity.

The interviews were conducted over a period of four weeks during the latter part of 2005. With the exception of two phone interviews (with staff who were based in Wellington and Christchurch), all interviews were conducted kanohi-ki-te-kanohi (face to face).

A major finding of the Stocktake was the refinement of six expectations with regard to the University's Treaty of Waitangi obligations, aspirations and responsiveness:

Leadership
Partnership
Māori Research
Growth and Development
Quality Programmes
Language and Culture

#### Consultation Phase

This consultation process started with an official launch of a summary of the Stocktake findings, by way of a presentation to key stakeholders. In providing them with a hard-copy of the summary report, an opportunity was provided for feedback on the six expectations arising from the Stocktake, through a response form which was distributed with the report.

The same opportunity was provided to all staff in the University through an 'All-Departments' email. In total, 19 written responses were received within a three week period. This feedback provided clear confirmation of the findings of the Stocktake as well as clear foci for University strategy around 'Māori' or 'Treaty' responsiveness.

Based on this, further exploration of the six expectations arising from the Stocktake was undertaken. This phase involved some of the participants from the Stocktake (who self-nominated) and also a number of people who had submitted a response form. It was undertaken through interest groups, all of which were conducted kanohi-ki-te-kanohi.

While the first session explored what a 'framework' might look like in practice, based on these themes, the second session added 'flesh to the bones' and looked at the actions required to implement such a framework.

This process once again confirmed the expectations arising from the Stocktake as the primary goals which should form the basis of the University's Māori Strategic Framework, and also achieved continuing support for the Framework from those involved.



## The Māori Strategic Framework

Following the consultation process – using information obtained during the Stocktake, interviews, the series of interest groups and the response forms – a draft Framework was developed. It outlined the six goals and a set of strategies and actions which would give effect to the Framework.

As a draft, the Māori Strategic Framework was presented to the University’s Treaty of Waitangi Committee and one-on-one meetings with each of the Pro-Vice Chancellors, where it was received positively. After a final edit, the draft document was tabled at the Vice-Chancellor’s Advisory Group, Senate and then the University Council, where it was adopted as an official University strategy on 10 July 2007.

Essentially, the Māori Strategic Framework presents a more cohesive approach to Māori strategy across all campuses of the University. It also provides a greater sense of responsibility and accountability among both staff and students for the support and progression of ‘things Māori’<sup>4</sup> at the University of Otago. It focuses on *normalising* these ‘things’ and giving them a degree of *authority* within an academic institution such as the University of Otago and ensures it is a vibrant contributor to Māori development and the realisation of Māori aspirations.

The MSF is available as a read-only document on the University of Otago website [www.otago.ac.nz/Maori](http://www.otago.ac.nz/Maori)

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<sup>4</sup> In the context of the Māori Strategic Framework, ‘things Māori’ includes: Māori development, Te Ao Māori, te reo me ngā tikanga Māori, kaupapa Māori foci etc.