

REVIEW OF THE PACIFIC ISLANDS CENTRE 12 – 14 AUGUST 2026

Written submissions to be received by: Wednesday 29 July, 2026

As part of the University's quality assurance programme a Panel has been convened to review, evaluate and report to the Deputy Vice-Chancellor (Academic) on matters pertaining to the Pacific Islands Centre.

Convenor: Taule'ale'ausumai Violet Tuuga Stevenson, Solvit Evaluation

Panel Members:

External: Joeana Togiasso, Director, Pacific Development, University of Canterbury
Internal: Dr Jo Oranje, Manager, Student Pastoral Care
Internal: Dr Edmond Fehoko, Department of Human Nutrition
Internal: Johnny Nu'u, Warden, Studholme College
Student: Adeleine Eli, President, University of Otago Pacific Islands Students' Association
Secretary: [Dr Meg Gollop](#), Quality Advancement Unit

Scroll down for the Reviews Framework and Terms of Reference below.

Written submissions

Interested parties are invited to make submissions relevant to the Terms of Reference to the Review Panel. The University wants its reviews to be based on all relevant information and accordingly assures you that submissions are treated in the strictest confidence.

Such submissions should be sent to the Review Secretary, [Dr Meg Gollop](#), by **Wednesday 29 July**. Emails (PDF format preferred) and envelopes should be marked "Confidential: Submission for Review of the Pacific Islands Centre".

Oral submissions

Interested parties are invited to make oral submissions relevant to the Terms of Reference to the Review Panel. Please contact the [Review Secretary](#).

Framework

Self-review is an opportunity to critically analyse the goals and objectives of a department and to receive affirmation that current plans and priorities will have long-term benefits for students and staff. The review supports future planning, strategic goal setting, and identification of challenges, and assesses alignment with the of strategy of Ōtākou Whakaihu Waka, including Vision 2040, Pae Tata 2030 and the Pacific Strategic Framework 2022-2030.

A review should explicitly consider how the Department contributes to the University's long-term aspirations as articulated in Vision 2040, including commitments to Te Tiriti o Waitangi, Pacific and Indigenous aspirations, sustainability, social accountability, and global impact.

This self-review should consider the Pacific Islands Centre's current position and future aspirations over the next five to ten years, including strategic risks, opportunities, and the degree to which its current portfolio of activity reflects clear strategic priorities. The review should consider whether greater focus or selectivity may be required to strengthen the Pacific Island Centre's future contribution within the University context.

In line with Vision 2040, how will the Pacific Islands Centre actively contribute to the University's aspiration that, *'Our people and knowledge transform lives, connect communities, and nurture the environment in Otago, Te Waipounamu, Aotearoa, the Pacific, and the world'*?

Current State

- What is the current situation of the Pacific Islands Centre?
- What does the Pacific Islands Centre do well?
- How does the Pacific Islands Centre contribute to the wider goals of the Division of which it is a part?
- How do the activities of the Pacific Islands Centre support the University in the delivery of its strategic goals, as outlined in *Vision 2040, Pae Tata 2030, and the University's strategic frameworks*?

Future State

- Where does the Pacific Islands Centre want to be in five to ten years time?
- What does the Pacific Islands Centre need to do to get there?
- What challenges face the future development of the Pacific Islands Centre?
- What changes might be required to strengthen the Pacific Islands Centre's contribution to University and Divisional goals and priorities?
- What can the University and Division do to support the Pacific Islands Centre to achieve its goals?

In considering its current and future state, the Pacific Islands Centre should situate its aspirations within the context of the University's strategic change agenda, including the need to adapt to constrained resources, shifting demand, and evolving expectations as articulated in Vision 2040, Pae Tata 2030 and the Pacific Strategic Framework 2022-2030.

Amended Terms of Reference

(Aligned with Vision 2040, Pae Tata 2030 and the Pacific Strategic Framework 2022-2030)

HONOURING AND GIVING EFFECT TO TE TIRITI O WAITANGI

In relation to Te Tiriti o Waitangi, review, evaluate and identify opportunities for development over the next five to ten years of:

- Departmental strategy, priorities, decision-making and contributions to the University's commitment to become Te Tiriti-led.
- Meaningful, collaborative and mutually beneficial relationships with tangata whenua and – elsewhere throughout the country where University activities occur – with hapū, iwi and other Māori entities.
- Contribution to Māori aspirations and outcomes more generally through collaboration and service.
- Cultural capability of departmental leadership, academic staff, and professional staff.

STUDENT SUPPORT

In relation to Student Support, review, evaluate and identify opportunities for development over the next five years of:

- Pastoral care and support - timely and compassionate management of student issues, with appropriate referral to specialist University services.
- Environments that support and enable Pacific students to succeed as Pacific learners (i.e., that are culturally affirming).
- Support services that support and enable disabled students to achieve their educational goals.
- Contribution to transformative student experiences, including experiential, place-based, and/or community-engaged learning where appropriate.
- Provision and use of digital services.
- Pastoral and academic support for our international students in particular; our Manaaki Scholars from the Pacific region.

POST-GRADUATE STUDENTS

In relation to Postgraduate Students, review, evaluate and identify opportunities for development over the next five years of:

- Inclusive and culturally responsive environments that support students to succeed as scholars, including culturally appropriate supervision (i.e., including the ability to submit in their indigenous language, as per university policy).
- Assurance of learning to ensure development of Graduate Profile attributes in students.
- Opportunities for engagement with communities, policy, industry, and/or end-users as appropriate.
- Development of future research leaders aligned with Vision 2040 aspirations, Pae Tata 2030 and the Pacific Strategic Framework 2022-2030 priorities.

EXTERNAL ENGAGEMENT

In relation to External Engagement, review, evaluate and identify opportunities for development over the next five years of:

- Alignment of engagement activities with Vision 2040 commitments to social accountability, Indigenous partnerships, and trusted relationships.
- Quality, peer reviewed integration of te ao Māori, te reo Māori, tikanga Māori, Māori perspectives and mātauranga Māori that contributes to the aspirations and priorities of both mana whenua and other hapū or iwi with whom the University partners.
- Contribution to evidence-informed policy, public debate, or community outcomes.
- Engagement with Pacific communities or regional priorities, where relevant.
- Embedding reciprocity, mutual benefit, added value, and ethical practice in engagement activities.

ORGANISATIONAL CULTURE, PEOPLE AND CAPABILITY

In relation to Organisational Culture and Capability, review, evaluate and identify opportunities for development over the next five years of:

- Leadership capability and succession planning.
- Progress toward equity and workforce diversity, including increasing the number of Māori and Pacific academic and professional staff and creating plans that support and enable staff to be successful in their careers.
- Support for staff wellbeing, professional development, and sustainable workloads.
- Development of cultural capability across the Pacific Islands Centre.
- Readiness for evolving academic roles, digital transformation, advanced technologies and new modes of teaching, research, and engagement.
- Adherence to the University's core values, including intellectual independence and academic freedom.
- Collegiality and collaboration.
- Ethical standards; equity and social justice.
- Stewardship of the University's reputation, assets and intellectual capital.

SUSTAINABILITY AND FUTURE READINESS

In relation to Sustainability and Future Readiness, review, evaluate and identify opportunities for development over the next five to ten years of:

- Integration of sustainability principles into teaching, research, and engagement activities.
- Contribution to addressing environmental, climate-related, or sustainability challenges where relevant.
- Preparedness for future changes in enrolments, funding environments, advanced technologies, and societal expectations.
- Identification of strategic risks (and mitigations to manage these risks) and capacity to adapt and respond to uncertainty.

STRATEGIC ALIGNMENT

In relation to strategic alignment, review, evaluate and assess development over the next five years of:

Explicit alignment with Vision 2040, Pae Tata 2030 and the Pacific Strategic Framework 2022-2030 and contribution to the University's long-term aspirations for research excellence, Indigenous partnership, social accountability, sustainability, and global impact, i.e., that *'Our people and knowledge transform lives, connect communities, and nurture the environment in Otago, Te Waipounamu, Aotearoa, the Pacific, and the world'*.