



Māori  
Strategic Framework  
2022

ACTION PLAN





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2022**

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PLAN**



GOAL  
ONE

# **Te Arahina me Te Honohono: Leadership and Partnership**

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

## **1.1 Leadership**

### **Actions and Achievement Indicators**

1. Increased commitment to and support for the Māori Strategic Framework from the University leadership is reflected in key University documents and processes including, but not limited to: the Strategic Direction to 2022 Action Plan, the Graduate Profile, Academic CV, University job descriptions, Māori representation on all Academic Review processes, Māori representation on selection panels for all significant University appointments.
2. University leaders build key, sustainable relationships with iwi and Māori entities across the business, community, economic, educational, health, political and professional spectra.
3. University leaders support the development of divisional and departmental MSF implementation plans.

## 1.2 Partnership

### Actions and Achievement Indicators

1. A Memorandum of Understanding is in place between the University of Otago, Ngāi Tahu and other iwi, taking us forward to 2022.
2. There is local rūnaka representation on the Treaty of Waitangi Committee and regular opportunities to share information. Reports from Treaty of Waitangi Committee meetings are distributed to rūnaka and actions are completed within specified timeframes.
3. Evidence that Treaty-based partnerships the University enters into are purposeful and advance the aspirations of, and are mutually beneficial to, each partner.
4. University of Otago Relationship Principles that guide engagement with Māori stakeholders are developed and implemented by 2018.

He rangatira,  
he hoa matenga

A chief is a loyal  
friend always



GOAL  
TWO

# **Te Rangahau Māori:** **Māori Research**

To undertake quality 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.

## **Actions and Achievement Indicators**

1. The establishment of an appropriate structure or entity to champion, co-ordinate and monitor leading Māori research is discussed and explored with senior Māori research staff and University leaders.
2. Ensure that there is appropriate Māori academic input into the University's research-related policies and a Māori presence on key University research bodies.
3. Develop a Māori Research Framework for the University from which to align Māori research activity.
4. A stocktake of Māori research at Otago is completed with a set list of actions and recommendations.
5. There is increased and diverse funding for research with a Māori focus and for Māori researchers.
6. Review the role and function of the Ngāi Tahu Research Consultation Committee.



**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.

## 3.1 Quality Programmes

### Actions and Achievement Indicators

1. A curriculum audit to determine the breadth and depth of Māori content has been completed in partnership with academic divisions and disseminated by 2019.
2. In partnership with academic divisions, expand the level of Māori content in relevant curriculum areas, as identified in the Māori curriculum stocktake.
3. Profile models of good practice in the design, delivery and assessment of Māori curriculum across the University.
4. Courses and programmes with Māori content increase, and achievement rates in these curricula clearly show academic success for Māori.
5. Māori student achievement increases to match the overall achievement of non-Māori students.

## 3.2 Teaching

### Actions and Achievement Indicators

1. The number of academic papers incorporating Māori-focused material increases every year across each level of study.
2. The number of academic and professional staff attending and achieving cultural development training increases every year.
3. Māori student support questions are included in the annual Student and Graduate Opinion Surveys, with at least 90 per cent of Māori respondents providing positive assessments by 2022.
4. Provide professional development opportunities for academic staff to build on Māori curriculum content and culturally-appropriate pedagogical styles of teaching and learning
5. Outstanding teachers are profiled and celebrated.

Rākau papa pangā  
ka hei ki te marae

Knowledge is passed  
down through the  
generations



# GOAL FOUR

# 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.

## Actions and Achievement Indicators

1. Develop and implement tikanga and kawa guidelines for the University of Otago.
2. The numbers of staff undertaking professional development in te reo and tikanga Māori increase.
3. Through input into the University's planning and development processes (including events, exhibitions, capital developments, and so on), the visibility of Māori language and culture on campus continues to grow.
4. Te reo me ngā tikanga Māori is incorporated into University's physical environment, branding, official publications and signage on buildings.
5. A Māori Language and Culture Advisory Group is established to provide expert advice and guidance for the University of Otago, and to strengthen Māori language and cultural procedures.
6. Develop and implement a professional development programme, focused on:
  - a. Understanding of, and empathy for, the Treaty of Waitangi and our shared history;
  - b. Implementation of the University's Māori Strategic Framework.
7. The expectation for staff to develop their capability is evident in the integration of Māori competencies across all HR policies, processes<sup>1</sup> and communication vehicles, and in the role modelling of senior leaders.



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.

## **Actions and Achievement Indicators**

1. The number of Māori students enrolling at the University of Otago continues to increase.
2. The proportion of the University's first-year Māori school-leaver cohort in residential colleges increases.
3. The number and proportion of Māori students successfully completing first-year papers increase.
4. The number and proportion of first-year Māori students progressing to second-year study and beyond at Otago increase.
5. The number of Māori students successfully completing undergraduate and postgraduate qualifications increases.
6. Opportunities and mechanisms that encourage and support Māori students to progress from undergraduate to postgraduate study are further developed.
7. Pathways for Māori postgraduate students into academic careers at Otago are identified and developed.

8. A low-cost housing pilot for Māori students is developed and implemented.
9. The increasing attendance and achievement by Māori staff and students at the University of Otago continues to be highlighted in the University's Annual Report. The proactive communication of Māori success will also include a bi-annual Māori achievement report, four articles per year in targeted publications, and Māori alumni functions.
10. Increasing numbers of articles and features appear annually in national media highlighting Māori achievement and scholarships at the University of Otago.

He manu hou ahau,  
he pī ka rere

A fledgling ready to fly



GOAL  
SIX

# **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.

### **Actions and Achievement Indicators**

1. Develop and implement a Māori strategic recruitment and succession plan.
2. Through proactive recruitment and promotion policies, the number of Māori academic and professional staff increase to levels that more accurately reflect their proportion of New Zealand's general adult population.
3. Māori academic staff development is supported from the University's existing academic staff development budget.
4. Surveys of Māori academic and professional staff show increased levels of satisfaction.
5. The number of staff completing professional and cultural development relevant to their work increases.





