

Pacific Strategic Framework 2013-2020

INTRODUCTION

The approval of the Pacific Strategic Framework by the University of Otago Council on 11 December 2012 marks a significant milestone in the University's longstanding engagement with local, national and regional Pacific communities. Indeed, the adoption of the Framework is the realisation of a commitment the University made in its Charter (2003) to meeting the needs of Pacific Peoples.¹

The development of the Framework has involved extensive research and consultation, including a Pacific Peoples' stock-take across the University and interviews with University and Pacific community leaders. A Pacific Peoples' Reference Group, reporting to the Deputy Vice-Chancellor (Academic and International),² was established to guide the Framework development process, and a Pacific Strategic Framework Working Group, comprising academic and general staff at the University, was appointed to draft the several iterations of the Framework. The journey towards approval of the Pacific Strategic Framework by Council has been long and eventful, and the University owes no small debt of gratitude to the hard work and perseverance of the Pacific Peoples' Reference Group and the Pacific Strategic Framework Working Group.

As you will see, the Framework is ambitious in scope and sets aspirational targets. It identifies six overriding goals that are supported, in turn, by strategies and planned activities. Many of these strategies and activities will be further developed and articulated in an Action Plan to support the Framework. As this Action Plan is completed, another will be developed to take its place. In time the Framework itself will be revised; the journey is not complete by any means.

While the Framework is broad in scope, and encompasses the University's engagement with all Pacific peoples, it is, at heart, an equity response. The Framework thus supports the further development of activities that promote improved rates of access, retention and completion among New Zealand students of indigenous Pacific descent. These include scholarships and affirmative action programmes (the Pacific Foundation Programme, for example). It is hoped the Framework will also catalyse further activities and measures in support of University staff and all students with Pacific affiliations. Equity activities of this sort will remain a key and distinctive element within the University's broader, ongoing engagement with its Pacific communities.

The University realises that much hard work lies ahead, but we are committed to the Pacific Strategic Framework, and will achieve it.



¹ The term 'Pacific Peoples' was used by the University in its Charter (2003), and was adopted for the Pacific Strategic Framework process (2008) by those tasked with its development. The University's usage of this term reflects terminology of the time, with Government agencies and strategies commonly using the term 'Pacific Peoples' to denote inhabitants, or the descendants of inhabitants, of the Pacific Islands.

² Professor Gareth Jones and then myself.

GOAL 1 - DEMONSTRATING AND VALUING LEADERSHIP ON PACIFIC MATTERS

The University will demonstrate its commitment to Pacific aspirations through central leadership and advocacy. This will be actioned through appropriate engagement with communities, establishing Pacific leadership, and effectively supporting prospective and current students across its academic and service divisions. This will enable the further development of networks and activities aimed at increasing, supporting and celebrating Pacific achievements.

Strategies	Key Activities	Short Term	Medium Term	On-Going
Demonstrate strong leadership which contributes to Pacific development	<ul style="list-style-type: none"> • Demonstrate visible and proactive commitment from the Vice-Chancellor and the executive group • Establish a centralised Pacific leadership role to lead and monitor progress of the PSF (including development of an action plan in support of the PSF) and to lead and monitor the Pacific equity funding process • Establish senior Pacific leaders in academic divisions and identify Pacific champions in all divisions (across all campuses) • Advocate for inclusion of Pacific perspectives in leadership development and staff training programmes (academic and service) 		<p>×</p> <p>×</p> <p>×</p>	<p>×</p> <p>×</p>
Ensure a coherent Pacific Strategic Framework	<ul style="list-style-type: none"> • Establish the PSF as a key reference document for academic and service divisions • Monitor and evaluate implementation of the PSF (and its supporting action plan) annually • Establish the PSF as a key reference document for strategic planning at a central level, including the review process 		<p>×</p>	<p>×</p> <p>×</p>
Advocate for Pacific interests and celebrate Pacific achievement	<ul style="list-style-type: none"> • Engage with relevant Government bodies on Pacific-related initiatives and strategies • Engage with Pacific communities to exchange information and explore and promote opportunities for mutual benefit • Ensure appropriate engagement with the University's Māori leadership • Regularly profile and celebrate Pacific achievement and development occurring across the University (i.e. the scholarly and support and developmental work of staff and students) 			<p>×</p> <p>×</p> <p>×</p> <p>×</p>

GOAL 3 - STRENGTHENING COMMUNITY ENGAGEMENT

The University will communicate information and opportunities to Pacific communities in effective, appropriate ways. The University will continue building strong relationships with Pacific families, and will provide guidance and information to Pacific school students to ensure they are informed, inspired and able to capture the opportunities available in the University. The University will encourage its Pacific students, staff and alumni to act as role models and mentors in their communities.

Strategies	Key Activities	Short Term	Medium Term	On-Going
Enhance two-way communication between the University and Pacific communities	<ul style="list-style-type: none"> • Hold focus group meetings with community groups and community leaders so that the University may better understand their respective interests and needs and identify the best ways in which to engage with them • Work with Marketing and Communications and community liaison officers to develop a marketing and communication plan to promote University opportunities to the various Pacific communities • Develop a coordinated and comprehensive web resource for 'Pacific at Otago' • Ensure results of Pacific-related research are communicated to Pacific communities in an appropriate manner • Increase communication with communities in different languages through a variety of media – such as the current National Radio slot in Samoan 	<p>×</p> <p>×</p>		<p>×</p> <p>×</p> <p>×</p>
Build relationships with Pacific communities and schools	<ul style="list-style-type: none"> • Identify opportunities to enhance and extend the work being done by the academic divisions and the Pacific Islands Centre • Explore further scholarship opportunities for Pacific students • Work with the divisions, the Pacific Islands Centre and the Schools' Liaison Office to disseminate accurate information about subjects/future choices to Pacific students • Encourage all academic divisions to enable students of Pacific heritage to have roles as ambassadors to visit schools 		<p>×</p> <p>×</p> <p>×</p>	<p>×</p>
Engage with alumni	<ul style="list-style-type: none"> • Work with Development and Alumni Relations to develop networks with Pacific alumni • Encourage alumni to serve as role models and mentors in the community and to current Pacific students 		<p>×</p>	<p>×</p>

GOAL 4 - PROMOTING GROWTH AND DEVELOPMENT

The University will provide ongoing, targeted support to improve the recruitment, access, participation, retention, development and success of its Pacific staff and students. The University will encourage all staff to be informed about Pacific culture, and will prioritise the building and strengthening of relationships with key funders for Pacific research and initiatives.

Strategies	Key Activities	Short Term	Medium Term	On-Going
Ensure strategic awareness and accurate data analysis	<ul style="list-style-type: none"> • Monitor the Government's Pacific education strategy and ensure key messages are incorporated in the University's planning and action • Maintain accurate data on the University's Pacific student body, and on national and international Pacific student numbers and trends • Conduct research into the needs of current Pacific students to inform future support and learning • Enhance mechanisms for early identification of issues for Pacific students for the purposes of intervention and support (across all three campuses) 	x	x	x
Develop relationships with key agencies who work with the University	<ul style="list-style-type: none"> • Strengthen communication with the Ministries of Education/Health/Pacific Island Affairs and other core funding agencies to identify potential sources of funding for research, mentoring and other pilot programmes 		x	
Develop pathways for success for Pacific students	<ul style="list-style-type: none"> • Investigate and support further ways in which the University can 'grow its own' Pacific success; ensuring pathways from foundation studies through undergraduate study to postgraduate research and employment • Support the academic and service divisions (including the Pacific Islands Centre) in their work with students to improve recruitment, retention and completion rates • Work with the Student Learning Centre and other student support services to increase engagement of Pacific students with their services • Build on opportunities for mentoring support for students, evaluating the effectiveness of existing mentoring systems and assessing ways to enhance them • Review outcomes of the Pacific Foundation Programme to identify possible improvements • Collaborate with Māori student support networks and the International Office to share best practice and identify possible synergies • Review best practice models from other tertiary education organisations to inform and strengthen the recruitment, access, participation and success of Pacific students at the University 	x	x	x

GOAL 4 - PROMOTING GROWTH AND DEVELOPMENT (CONTINUED)

Strategies	Key Activities	Short Term	Medium Term	On-Going
Develop pathways for success for all Pacific staff	<ul style="list-style-type: none"> Encourage a welcoming employment environment for all Pacific staff Work proactively to recruit new Pacific staff Support UoO Pacific Academic Staff Caucus (UOPAC) academic development and career confirmation pathways 		×	×
Provide all staff with opportunities for Pacific-focused professional development	<ul style="list-style-type: none"> Encourage all staff to attend the Pacific Awareness workshop run by the Pacific Islands Centre through the General Staff Training Programme Discuss with the Higher Education Development Centre (HEDC) and Human Resources the incorporation of Pacific awareness into staff development programmes, including orientation, induction and welcoming of new staff Recognise championing of and support for Pacific needs in promotion and incorporate aspects of the Pacific Strategic Framework in relevant policies and procedures, for example the Academic Promotions Policy and Performance and Development Review (PDR) Competencies Where relevant, include specific Pacific-related criteria in performance goals and job descriptions 		×	×



GOAL 5 - ENCOURAGING PACIFIC CURRICULA

The University will encourage divisions to incorporate Pacific topics and a 'Pacific view' in their curricula.

Strategies	Key Activities	Short Term	Medium Term	On-Going
Increase Pacific content and perspectives in curricula	<ul style="list-style-type: none"> • Support the enhancement of the Pacific Islands Studies curriculum offered through Te Tumu • Undertake a University-wide stocktake review of current Pacific-related curricula and of education and training activities in the Pacific region • Promote the inclusion of Pacific topics and Pacific views in the University's curricula • Communicate relevant Government strategies around Pacific education • Identify Pacific expertise (internal and external) and encourage divisional workshops for curriculum development 	×	×	×

GOAL 6 - CONTRIBUTING TO THE PACIFIC REGION AND INTERNATIONAL PROGRESS

While the University embraces its responsibilities to Pacific peoples as a key domestic population, it also acknowledges their standing within the broader regional context. The University is committed to supporting learning and research, and building and sustaining relationships, which will advance the prosperity and wellbeing of the wider Pacific region. A particular focus in this regard will be securing research funding for projects that benefit the Pacific region and afford opportunities for Otago students to undertake further training in Pacific countries.

Strategies	Key Activities	Short Term	Medium Term	On-Going
Foster relationships with key internal and external individuals, groups and agencies	<ul style="list-style-type: none"> Encourage networking and collaboration with other universities in the region Work with the Pro-Vice-Chancellor (International) to promote discussion with Pacific educational and political leaders in the interests of developing new relationships and opportunities, and to assess relevant existing relationships for possible areas of common interest (e.g. MoUs with US, Australian or Chinese universities, including the Matariki network of Universities) Engage with Pacific governments and regional NGOs on development initiatives, strategy and research Seek out groups and agencies prepared to fund research and service in the Pacific region 		<p>×</p> <p>×</p> <p>×</p>	×
Enhance Otago- and Pacific-based training activities	<ul style="list-style-type: none"> Work with the Pro-Vice-Chancellor (International) to explore the potential for new MoUs and new scholarships through existing MoUs and established relationships in the Pacific region Extend opportunities for student exchanges between the University and Pacific universities, including the possibility of Pacific-based placements for Otago students Extend and promote opportunities for developing staff exchanges between the University and Pacific universities, including residential fellowships for academic leaders (from the University of Otago) Explore opportunities for the promotion and sharing of specialised regional knowledge (for example, a Summer School workshop for emerging policy makers in the Pacific) 		<p>×</p> <p>×</p> <p>×</p> <p>×</p>	