




# Pacific Strategic Framework **2022 ▶ 2030**

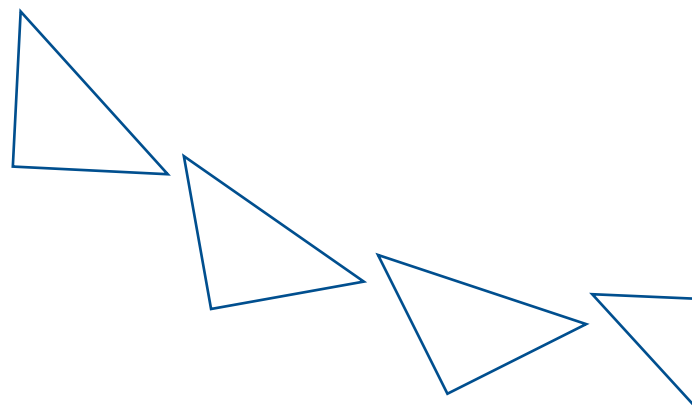
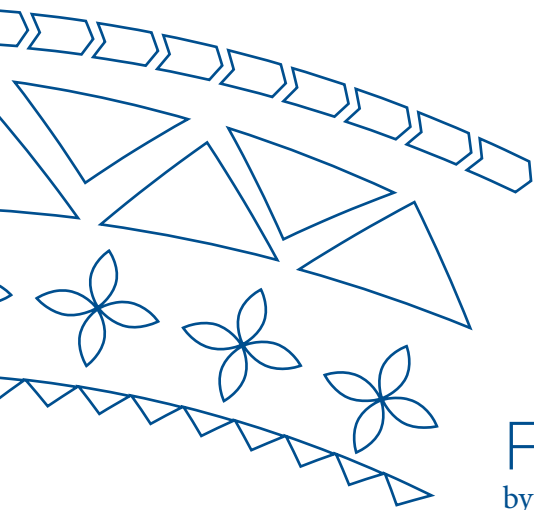


*In our Tofa Sa'ili we are assisted by the logic of tofa fetala'i, which is the wisdom of finding relevance and context; a wisdom that sees value in change. Each day, each year, each decade, we are faced with new contexts that will question the validity or sense of existing rules, policies and values. Each day, year or decade we must be able to assess and evaluate the wisdom of holding on to, changing or letting go of one or the other. The challenge is in knowing how, when and why change should happen and how, when and why it should not.*

*(Tuiatua Tamasese 2011)*



Pacific  
Strategic  
Framework  
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## Foreword

by Vice-Chancellor

Talofa lava, Kia orana, Mālō e lelei, Fakaalofa lahi atu, Bula vinaka, Malo ni, Halo ola keta, Mauri, Fakatalofa lahi atu and Warm Pacific greetings.

The development of the University of Otago's Pacific Strategic Framework 2022-2030 marks another significant milestone for the University and its engagement with a diverse Pacific community, both nationally and regionally. It builds on the foundational work established in the first Pacific Strategic Framework 2013-2020, and highlights that each piece of work is a stepping-stone on a much longer journey.

This is an ambitious Framework, and that is exactly what it should be. It aligns with the University of Otago's position as a premier university of the Pacific. A university that is accountable to the wider community it serves and one that embraces the changing demographics within Aotearoa New Zealand. A university that is ready to face and help address rapidly evolving global environmental and societal challenges. The Framework has been developed with a future in mind that requires flexibility, agility, responsiveness, transdisciplinary and courage. Critically, it is centred on equity.

The Framework identifies three key values and five overriding goals that guide and inform the University's approach and actions. These are supported, in turn, by an Action Plan. The goals reflect the importance of inclusive leadership, the building of leadership capacity and capability, the strengthening of support services and structures, support for by-Pacific-for-Pacific research, and the enhancement of external connections and visibility of the University.

I am very aware that it is the leadership that sets the culture of an organisation, and there is deep commitment to the Framework from within the University. All staff have their part to play in realising the aspirations underpinning our Pacific Strategic Framework. We acknowledge the many hands and teamwork required to steer our vaka (sailing boat) towards making these aspirations a reality for our Pacific students, staff and communities.

Professor David Murdoch  
Vice-Chancellor

# Introduction

Universities worldwide are operating within rapidly evolving global environments and responding to new challenges, including technological advances, emerging market trends and demands, global pandemics and environmental changes. In order to remain responsive and agile, the University will need to use principles of transformation to continuously become more flexible to meet these rapid social and environmental changes. Utilising deliberate design driven adaptations will support a greater focus on University's being able to meet and service future students' needs and aspirations.

The University of Otago's Pacific Strategic Framework 2022 – 2030 is developed with this new future in mind. It builds on the significant work completed in the very first Pacific Strategic Framework 2013 – 2020\*. The new framework will embrace the changing demographic trends of Aotearoa New Zealand's population and is focussed on achieving academic excellence, equitable access and retention of indigenous Pacific students. It recognises that, strengthening and celebrating the knowledge, skills and capabilities of Pacific students will prepare Aotearoa New Zealand's and the future global workforce to be influential and responsible entrepreneurial citizens.

The University of Otago is confident in its place within the Pacific, and being of the Pacific, and leading the Pacific in teaching, research, community engagements and acting sustainably to secure its future in the Pacific as the premier University of the region. The key values and five goals that are outlined in this Framework, will guide and inform the University's approach and actions. The following Pacific values of Equity, Inclusivity and Responsiveness will underpin an agile, dynamic and transformative University.

Pacific students are increasingly discerning, passionate and active global citizens who demand inclusivity, quality teaching and outstanding support services. An expansive strategic, long term vision that focusses on celebrating and supporting Pacific excellence has been developed with these aspirations in mind.

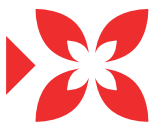


\*The University of Otago Council approved the Pacific Strategic Framework extension to 2021.

## Values

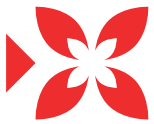
### Principles

### Description



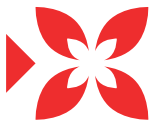
#### **Equity**

*Equal access to higher education with equitable outcomes.*



#### **Inclusivity**

*Feeling included in all aspects of University life, including teaching, research, engagements and physical spaces.*



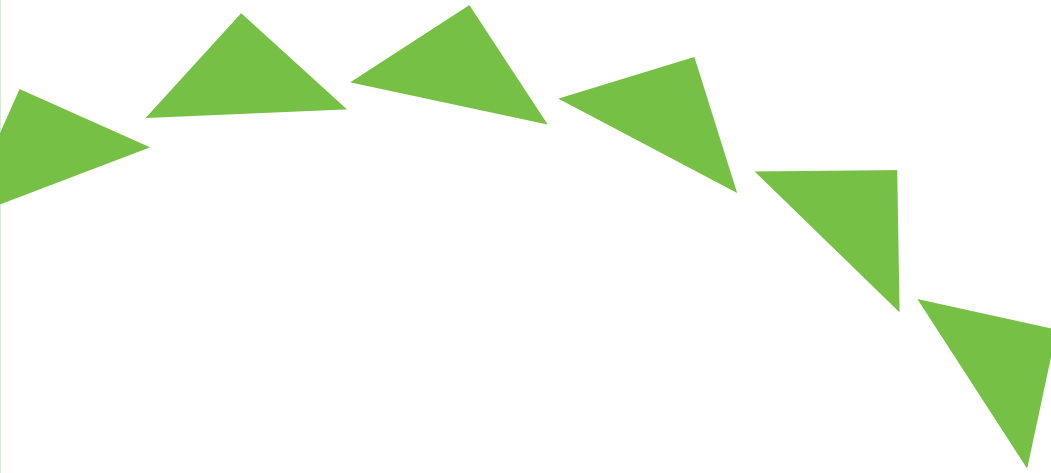
#### **Responsiveness**

*Being responsive to a diverse Pacific and New Zealand population across cultural groups, genders, ages and abilities.*

# GOALS

The key goals for this Pacific Strategic Framework 2022-2030 include:





## 1. LEADERSHIP

*Developing both Pacific and non-Pacific leadership capacities and capabilities in the delivery of quality education for Pacific students. Ensuring all students and staff are welcomed and enjoy an inclusive campus culture, spaces and environments. Leading an equity ethos as leaders of a 21st Century University.*

## 2. ACADEMIC EXCELLENCE

*Strengthening targeted supports in order to increase levels of participation, retention and graduands, including enhanced Pacific programmes, curriculums, pedagogies and Pacific staff levels.*

## 3. RESEARCH

*Encourage by-Pacific-for-Pacific research excellence, supporting Pacific research that respond to development aspirations and enact the Pacific Research Protocols; graduating more Pacific postgraduate students and increasing staff and postgraduate students' research contributions in Pacific matters in New Zealand, the Pacific region and globally.*

## 4. EXTERNAL ENGAGEMENT

*Enhance the visibility of the University of Otago through promotional and communications activities, including outreach, collaborations and partnerships with community groups, Alumni, government agencies, NGOs, tertiary providers and other various stakeholders within New Zealand, the greater Pacific region and globally.*

## 5. OPERATIONS

*Supporting sustainable developments and Pacific-inclusive built campuses and environments. Delivering world-class student support in IT, health, well-being and accommodation services. Enhancing staff support structures for professional developments of all staff. Ensuring the safety of all students and staff on campus.*





# GOAL 1 LEADERSHIP



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## Demonstrating Inclusive Leadership

Developing both Pacific and non-Pacific leadership capacities and capabilities in the delivery of high quality education for Pacific students. Ensuring all students and staff are welcomed and enjoy an inclusive campus culture, spaces and environments. Leading an equity ethos as leaders of a 21st Century University.

### Observation

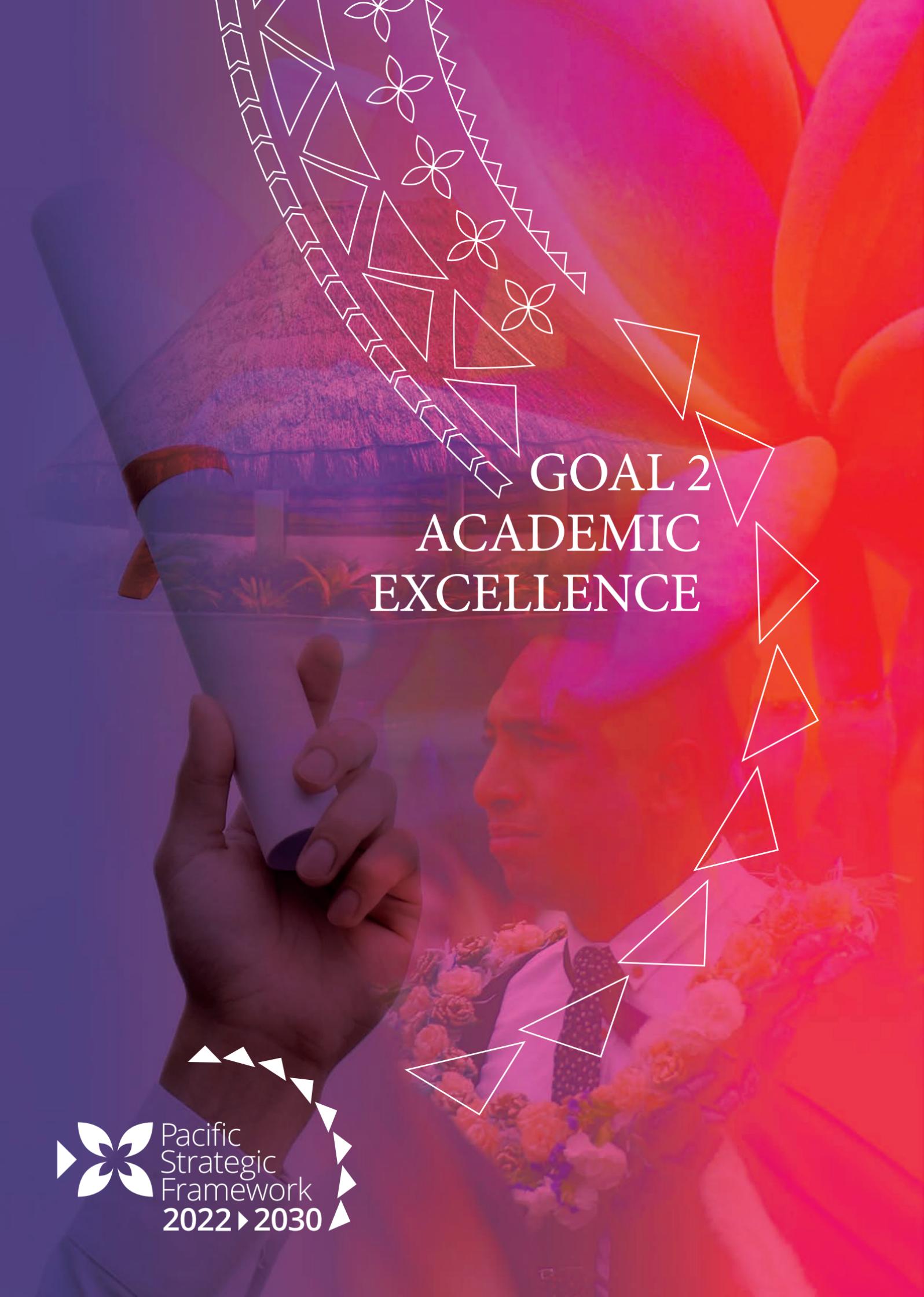
*Leadership that reflects the diversity of the University's stakeholders, will be pivotal to achieving the University's vision and mission.*

*Leadership training and support for more Pacific staff to develop into University leadership positions and recognising their skill sets in professional development processes. University leadership who can champion Pacific issues across the University will continue to be important to the successful implementation of this framework.*

*This will require a focus on building the cultural intelligence of all University staff and an organisational commitment to University values of respect, integrity, curiosity and community, including celebrating, strengthening and valuing diversity and inclusivity.*

### Response

- 1.1 Demonstrate visible and proactive commitment from the Vice-Chancellor and the executive group.
- 1.2 Enhance organisational Pacific leadership at governance, management and academic levels.
- 1.3 Support the work of the Pacific Development Office to monitor the progress and support the implementation of the Pacific Strategic Framework.
- 1.4 Establish the Pacific Strategic Framework as a key reference document for planning at central levels and for academic and service divisional levels.
- 1.5 Establish the Pacific Leadership Group for connecting leadership across the academic and service divisions.
- 1.6 Responding to Pacific peoples' Treaty obligations, ensure appropriate engagement with the University's Māori leadership, including Pacific peoples' building capacity for Māori tikanga and te reo.
- 1.7 Provide all staff with opportunities for Pacific-focused professional development. i.e. dedicated training programmes, workshops, including an introductory Pacific World summer school paper.
- 1.8 Incorporate Pacific Awareness into Human Resources and Higher Education Development Centre staff development programmes, including orientation, induction and welcoming new staff.
- 1.9 Support Pacific student leadership through University of Otago Pacific Island Students Association (UOPISA), and other Pacific student associations, including fostering Pacific leadership skills.



GOAL 2  
ACADEMIC  
EXCELLENCE

## Academic Excellence and Developments

Strengthening targeted supports in order to increase levels of participation, retention and graduands, including enhanced Pacific programmes, curriculums, pedagogies and Pacific staff levels.

### Observation

*Pacific New Zealanders represent a very youthful population group, which means that over the next 20 years, they will make up a large proportion of aspiring tertiary students in New Zealand. Pacific students entering tertiary level studies will continue to require further supports throughout their tertiary studies journey, including recruitment, course selections, social, cultural, well-being and academic transitions, academic progressions, through to graduations and career development supports.*

*There are also changing demands for particular skill-sets from businesses, employers, communities and students and in order to meet these needs the University needs to be dynamic and agile in how it responds. The University will also need to anticipate different approaches to learning that may involve for example, providing flexible, blended or distance-learning in order to take advantage of new and emerging technologies and to cross any physical barriers. Parity of access, retention and achievement will continue to be goals for Pacific students at the University of Otago. Interventions that are purposefully designed with best evidence and practices, with continuous evaluation for efficacy and/or adaptations will be offered. Strengthening Pacific cultural intelligence across the University will help ensure that Pacific cultural world views are understood, appreciated and incorporated into pedagogies.*

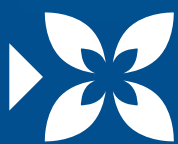
### Response

- 2.1 Monitor the Government's Pacific education strategy and ensure key messages are in the University's planning frameworks.
- 2.2 Maintain accurate data on the University's Pacific student and staff body and on national and international Pacific student numbers and trends.
- 2.3 Review best practice models from other tertiary education organisations to inform and enhance support services for Pacific students.
- 2.4 Deliver targeted and tailored academic support programmes for Pacific students, with continuous evaluation mechanisms built into interventions i.e. Kickstart Pacific transition programme.
- 2.5 Enhance mechanisms for early identification of issues for Pacific students for the purposes of intervention and support.
- 2.6 Review the Mirror on Society Selection Policy for health sciences programme and its Pacific student support unit, with best practice to be shared widely. This includes the exploration for adapting this policy to other competitive entry programmes like Law and Teaching qualifications.
- 2.7 Develop a Pacific Pathways Course with possible delivery across multiple campuses and using a variety of teaching modes, i.e. Distance learning, flexible or blended.
- 2.8 Support the work of the Pacific Islands Centre and the Divisional Associate Deans Pacific and their respective student support offices in delivering pastoral and academic support programmes for Pacific students, including multi-campus locations.
- 2.9 Promote the inclusion of Pacific content, perspectives and Pacific pedagogies in the University's curricula.
- 2.10 Establish a specific science, technology, engineering and mathematics STEM-based outreach programme for prospective Pacific students.





# GOAL 3 RESEARCH



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## Increasing Pacific Research Excellence

Encourage by-Pacific-for-Pacific research excellence, supporting Pacific research that respond to development aspirations and enact the Pacific Research Protocols; graduating more Pacific postgraduate students and increasing staff and postgraduate students' research contributions in Pacific matters in New Zealand, the Pacific region and globally.

### Observation

*Multi-disciplinary research and research involving external partners will be key to solving the most pressing issues facing Aotearoa New Zealand, the Pacific region and globally. Research that meets the needs of its communities is valued and are important for progressions in all systems including business, political, social, cultural, health and education sectors.*

*Pacific excellence can be celebrated through the University's ability to secure research investment for Pacific research and for Pacific researchers to progress into leading research enterprise within the institution. New knowledge fostered through innovative research ideas and ways of doing research, and which can be impactful for Pacific communities and nations, will contribute to this University's reputation for research excellence.*

*Spanning research that helps address major issues within our region, contributes to the Pacific knowledge base and builds the research capacity and capability of Aotearoa New Zealand and the Pacific region. This expansion will include a centre of research excellence for Pacific research.*

### Response

- 3.1 Increase the numbers of Pacific postgraduate students with targeted Masters and PhD scholarships.
- 3.2 To ensure relevancy for 21st Century research landscape, conduct a review of the University's Pacific Research Protocols.
- 3.3 Develop Pacific research plans for each of the four academic divisions.
- 3.4 Increase the number of Pacific research staff and inclusion of Pacific research in all fields.
- 3.5 Enhance the success of Pacific researchers through the allocation of a dedicated Research Advisor who can provide guidance about research funding, application processes, capacity building, ethics through to project completions and reporting.
- 3.6 Develop and support networks for Pacific staff and postgraduate students.
- 3.7 Develop a skills development work programme tailored for Pacific postgraduate students and Pacific academic supervisors and further supports as required via the work of Graduate Research School (GRS).
- 3.8 Develop a communications plan for Pacific research dissemination, including features in University-wide and/or divisional research forums, communications and marketing as often as possible.
- 3.9 Ensure indigenous Pacific perspectives are engaged in developments of research policies at local, national, regional and global levels. This includes Pacific representation in key research governance committees and working groups.
- 3.10 Support Pacific researchers' aspirations for a Centre of Research Excellence (CORE) for Pacific Research, including membership to Aotearoa New Zealand Pacific Researchers' Collective.



# GOAL 4 EXTERNAL ENGAGEMENT

## Enhance External Engagement and Increasing Visibility

Enhance the visibility of the University of Otago through promotional and communications activities, including outreach, collaborations and partnerships with community groups, Alumni, government agencies, NGOs, tertiary providers and other various stakeholders within New Zealand, the greater Pacific region and globally.

### Observation

*The University of Otago operates on a guiding principle of social accountability to undertake research and teaching that supports the needs of communities and sees itself as being a part of these communities. External engagement functions therefore are about engaging outwards, outreach and building partnerships and collaborations to generate continued growth in the number of qualified, highly skilled Pacific graduates, who will continue to contribute significantly to Aotearoa New Zealand and global developments.*

*The University will communicate information and opportunities to Pacific communities in effective, appropriate ways. It will develop a range of strategies to improve access to university study and its accommodation offerings.*

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

*The University is committed to building sustainable relationships, which will advance the prosperity and wellbeing of the wider Pacific region. It will look to share its wider expertise and other resources with its Pacific regional counterparts.*

*Flourishing partnerships may include opportunities for reciprocal teaching and research endeavours about and within the Pacific and afford opportunities for Otago students and staff to undertake further training in Pacific countries including exchanges of expertise and training in Aotearoa New Zealand.*

### Response

- 4.1 Hold annual fono with prospective Pacific students, families and Pacific communities so that the University may better understand their respective interests and needs.
- 4.2 Develop Pacific Marketing, Communications and Alumni Engagement Plans to promote University opportunities to various Pacific communities.
- 4.3 Provide annual sponsor support for community and schools-based Pacific events in Aotearoa New Zealand.
- 4.4 Develop annually a comprehensive Access Plan that includes further scholarship offerings that take into consideration wider resources required for University study, i.e., travel, IT, accommodation costs.
- 4.5 Develop an accommodation strategy for incoming first-year Pacific students, including enhanced support mechanisms and cultural safety through Campus and Collegiate Life Services (CaCLS).
- 4.6 Support the promotional work of Academic Divisions with specialised Pacific programmes, e.g., Pacific Studies at Te Tumu and Pacific Health.
- 4.7 Increase the number of international students from the Pacific region.
- 4.8 Establish high-level strategic scholarship offerings targeting specific regional countries to attract Pacific scholars who will later function as active Alumni.
- 4.9 Extend and promote opportunities for developing student and staff exchanges between the University and Pacific Universities including reciprocal residential fellowships for academic leaders.
- 4.10 Strengthen local Otago & Southland regional Pacific community partnerships and engagements and outreach opportunities for Pacific students and staff.





# GOAL 5 OPERATIONS



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## Supporting inclusive institutional culture and built environments

Supporting sustainable developments and Pacific-inclusive built campuses and environments. Delivering world-class student support in IT, health, well-being and accommodation services for Pacific students. Enhancing staff support structures for professional developments of all staff. Ensuring the safety of all students and staff on campus.

### Observation

*Recognising the University's transition towards a more diverse student population with greater numbers of Pacific students making up a larger proportion of the student body, develop culturally inclusive policies, processes and built environments across the University. This includes physical spaces that are multipurpose in design, capacity and have a Pacific aesthetic that embraces the University's and Aotearoa New Zealand's South Pacific location and history. This extends the visual welcome to Pacific peoples onto the University campus whether as students, staff or visitors.*

*These spaces will embrace and encourage colleagues and peers to make their Pacific connections and create enduring histories together.*

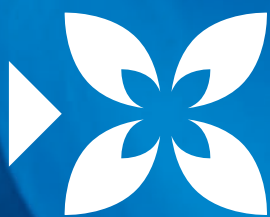
*Acknowledging the finite limits of our planet, the University is working to reorient all operational activities by using sustainable principles and practices. Centralised student services will be developed by being informed by consistent connections to Pacific students, staff and stakeholders to understand their needs. Operational matters and support of University systems will take on deliberate design driven adaptations for diverse needs.*

*With greater diversity, comes greater responsibilities for all members of the University to embrace the opportunities to learn more about each other, to create safe campuses free from discrimination or harassment for all.*

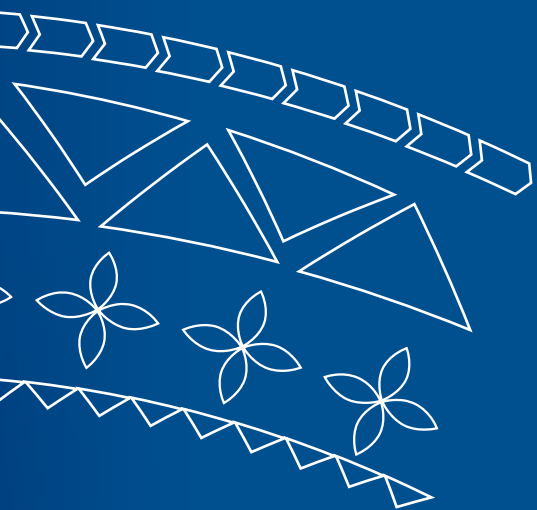
### Response

- 5.1 Develop an area on the Dunedin campus to become a Pacific focal point – a Pacific fale. The fale will be a physical space for all members of the University community to access, learn and share in their Pacific connections.
- 5.2 Enhance University Colleges and accommodation spaces that are culturally safe to increase the number of Pacific students being accommodated e.g. Fofoa Accommodation.
- 5.3 Strengthen processes for recruiting Pacific professional staff including a greater focus on how to retain and promote.
- 5.4 Support the Say No to Racism campaign and develop University processes to respond and prevent discrimination and racial harassment.
- 5.5 Establish dedicated Pacific Mental health support and counselling services for Pacific students and staff.
- 5.6 Review financial policies related to Equity funding to ensure appropriate use of targeted funds for Pacific developments.
- 5.7 Ensure the work of Student Experience meets the needs of Pacific students, through regular connections with Pacific student support units.
- 5.8 Allocate Shared Services administrative staff with Pacific cultural capabilities to Pacific offices.
- 5.9 Develop and deliver an IT plan to respond to digital divide issues for Pacific students.
- 5.10 Develop and implement a proactive Human Resources recruitment plan for Pacific academic and professional staff.





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## GOAL 1 LEADERSHIP

### Demonstrating Inclusive Leadership

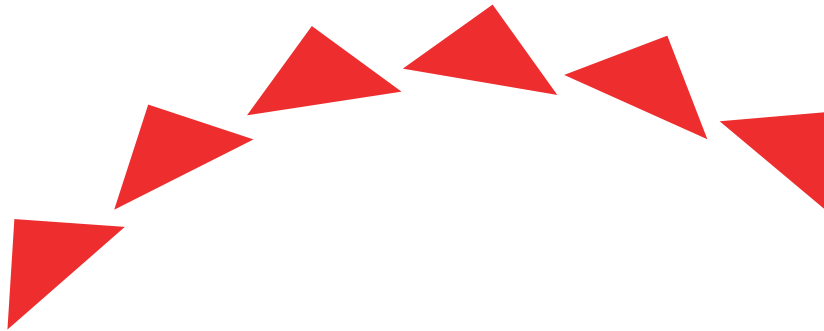
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# Actions and Achievement Indicators

1. Members of the University leadership champion, support and attend Pacific staff, students and community events including professional development on Pacific matters.
2. Increased numbers of Pacific staff at governance committees, management positions and moving through academic ranks.
3. Pacific Strategic Framework implementation and progress is supported and published in the Annual Report.
4. Strategic planning documents and review reports refer to the Pacific Strategic Framework goals and activities.
5. The Pacific Leadership Group continues to share best practices across the University.
6. Establish dedicated Māori and Pacific hui/fono between stakeholders and increased numbers of Pacific staff attend te ao Māori workshops.
7. Dedicated Pacific cultural competency training programmes and a Pacific World summer school paper developed and delivered.
8. Pacific Awareness and professional development programmes are delivered.
9. Pacific students leadership and members are included in leadership training and governance committees.





GOAL 2

# ACADEMIC EXCELLENCE

Academic Excellence and Developments

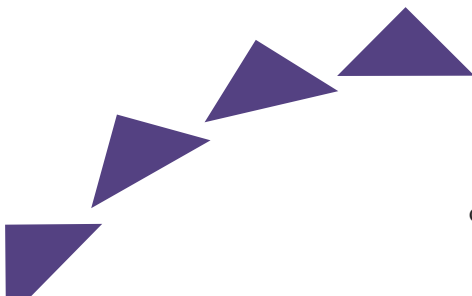
Strengthening targeted supports in order to increase levels of participation, retention and graduands, including enhanced Pacific programmes, curriculums, pedagogies and Pacific staff levels.



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# Actions and Achievement Indicators

1. Evaluation of academic support programmes are undertaken and learnings shared amongst the University community.
2. Pacific students' and staff progression data and government Pacific strategies are shared with University leaders, the Pacific leadership group, students and staff groups for wider dissemination as required.
3. Research into Pacific students learning needs are reported and published.
4. Kickstart Pacific transition programme is delivered, reviewed, enhanced and adapted.
5. Mechanisms in support of interventions are developed and implemented.
6. Ensure the review is completed and enhancements implemented for the Health Sciences programme and student support unit.
7. A Pacific Pathways Programme is delivered.
8. Review the work of the Divisional student support offices and Pacific Islands Centre and implement recommendations.
9. Increased numbers of Pacific papers and content are offered in the University curriculum.
10. A STEM outreach programme for prospective Pacific students is delivered.





GOAL 3

# RESEARCH

Increasing Pacific  
Research Excellence

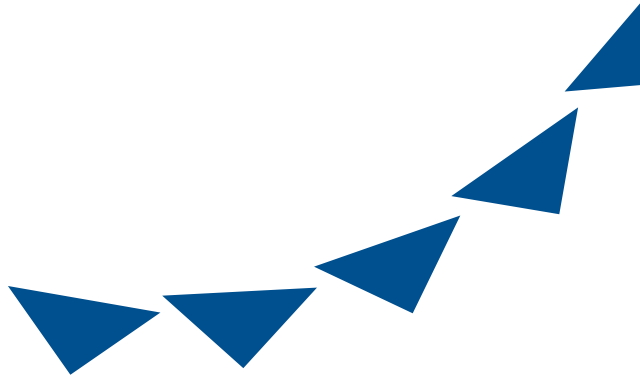
Encourage by-Pacific-for-Pacific research excellence, supporting Pacific research that respond to development aspirations and enact the Pacific Research Protocols; graduating more Pacific postgraduate students and increasing staff and postgraduate students' research contributions in Pacific matters in New Zealand, the Pacific region and globally.



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# Actions and Achievement Indicators

1. Increased numbers of Pacific postgraduate students.
2. Newly published Pacific Research Protocols is distributed and available online.
3. Academic divisional Pacific research plans are developed and implemented.
4. Increased numbers of Pacific researchers, Pacific-related research topics and content found in postgraduate students and staff outputs.
5. Increase in research funding secured by Pacific researchers and improvement in PBRF scores for Pacific researchers.
6. Postgraduate student networks are evident.
7. GRS Skills development programme for Pacific postgraduate students and Pacific supervisory staff is delivered.
8. Communication plan for Pacific research dissemination is completed and implemented.
9. Established Pacific representation in Research Committee, Ethics Committee and research-related working groups.
10. Pacific researchers contribute to the development of national Pacific CORE.





## GOAL 4

# EXTERNAL ENGAGEMENT

Enhance External Engagement  
and Increasing Visibility

Enhance the visibility of the University of Otago through promotional and communications activities, including outreach, collaborations and partnerships with community groups, Alumni, government agencies, NGOs, tertiary providers and other various stakeholders within New Zealand, the greater Pacific region and globally.



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# Actions and Achievement Indicators

1. Annual Pacific communities' fono were held.
2. Annual Pacific Marketing, Communications and Alumni Engagement plans developed and delivered.
3. At least two University sponsored Pacific events delivered annually.
4. New and increased numbers of Pacific scholarships are offered annually.
5. Increased numbers of Pacific students accommodated in University Residential Colleges.
6. Greater visibility of specialised Pacific programmes in promotional and media outlets.
7. Increase in the numbers of Pacific international students.
8. Greater activity recorded with Pacific Alumni acting as sponsor, role model, mentor or networker.
9. Increase in the numbers of partnerships via MOUs, students and staff exchanges, conferences, meetings, events and scholarships offerings to regional Pacific organisations and agencies.
10. Increase engagements with local Otago / Southland Pacific community partners and highlighted via media.



## GOAL 5 OPERATIONS

Supporting inclusive institutional culture and build environments

Supporting sustainable developments and Pacific-inclusive built campuses and environments. Delivering world-class student support in IT, health, well-being and accommodation services. Enhancing staff support structures for professional developments of all staff. Ensuring the safety of all students and staff on campus.

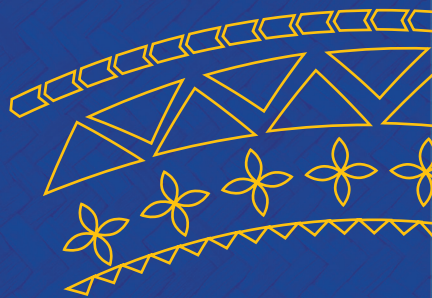


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# Actions and Achievement Indicators

1. Design, project plan and provide a Pacific fale.
2. Pacific students continue to report high levels of satisfaction with University Colleges' accommodation and its services.
3. Increase numbers of Pacific professional staff including an increase in senior positions.
4. Policies and programmes for the prevention of and response to racism are developed and delivered.
5. Appointments of culturally responsive mental health support and Pacific counsellors completed.
6. Financial policy changes made so that unspent Equity funding can be carried over from one year to the next.
7. High levels of student satisfaction with Student Experience services.
8. Increase in administration staff pool with Pacific cultural capacities.
9. Pacific students report high levels of satisfaction with IT access, use of support services and an elimination of IT as a barrier to education.
10. HR Pacific recruitment plan is completed.





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