



UNIVERSITY OF Otago

MĀORI STRATEGIC FRAMEWORK
2007–2012





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Table of Contents

Te Whakatuwheratanga/Introduction	1
Te Moemoea/Vision	2
Te Whakatakanga/Mission	2
Ngā Tohenga/Goals	3
Goal 1 – Te Ārahina/Leadership	4
Goal 2 – Te Honohono/ Partnership	5
Goal 3 – Te Rangahau Māori/Māori Research	6
Goal 4 – Te Tipuranga/ Growth and Development	7
Goal 5 – Ngā Whakahaerenga Pai/Quality Programmes	8
Goal 6 – Ngā Taonga Tuku Iho/Language and Culture	9

Te Whakatuwheratanga/Introduction

The Treaty of Waitangi Stocktake undertaken in 2005 provided a retrospective picture and solid baseline for the University in terms of progress made in this area over the past 5-years.

During 2006, the University undertook a consultation process which contributed to the development of a draft framework which allowed meaningful effect to be given to its Treaty obligations as outlined in the Stocktake. This process also served to take the six expectations and recommendations, arising from the stocktake and further develop them into actual *strategies* and *actions* which would form the basis of the Māori Strategic Framework (MSF). The consultation process confirmed the expectations as the primary goals which should form the basis of the University's MSF.

Essentially, this framework aims to present a more cohesive approach to Māori strategy across all campuses of the University and provide a greater sense of responsibility and accountability among both staff and students for the support and progression of 'things Māori'¹ 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.

The details of the framework are outlined as follows.

¹ In context of the Māori Strategic Framework, 'things Māori' includes: Māori development, Te Ao Māori, te reo me ngā tikanga Māori, kaupapa Māori foci etc.



Te Moemoea/Vision

Whaia te iti kahurangi; me he tuohu koe, he māunga teitei.

Pursue that which you treasure the most; should you need to forfeit, let it be only because of an insurmountable obstacle.

For the purpose of the Māori Strategic Framework, this whakatauki refers to the University of Otago's pursuit of excellence, and within this, its determination to proactively contribute to Māori development.

Te Whakatakanga/Mission

The University of Otago will be a vibrant contributor to Māori development and the realisation of Māori aspirations.

This mission will be achieved in the context of the University of Otago's primary Treaty-based partnership with Ngāi Tahu and through its relationship and agreements with other iwi as appropriate.

Ngā Tohenga/Goals

1. Te Ārahina – Leadership

Demonstrate strong, accountable leadership which contributes to whānau, hapū, iwi and Māori development.

2. Te Honohono – Partnership

Continue the ongoing commitment to the University's Tiriti o Waitangi² partner – Ngāi Tahu – and other iwi with which it may enter into a formal partnership.

3. Te Rangahau Māori – Māori Research

Develop quality research that contributes to the understanding of Te Ao Māori³ and the achievement of Māori development aspirations and the knowledge economy.

4. Te Tipuranga – Growth and Development

Increase the recruitment, access, participation, retention, development and success of Māori staff and students at the University of Otago.

5. Ngā Whakahaerenga Pai – Quality Programmes

Integrate into existing programmes and develop new quality programmes in Te Ao Māori, te reo Māori and other robust kaupapa Māori options.

6. Ngā Taonga Tuku Iho – Language and Culture

Promote and support te reo⁴ me ngā tikanga⁵ Māori among staff and students on campus.

² Te Tiriti o Waitangi is used in the MSF to refer to the Treaty of Waitangi.


³ Te Ao Māori means 'a Māori world view'.

⁴ Te reo Māori refers to 'the Māori language'.

⁵ Ngā tikanga means 'Māori custom and culture'.



Goal | Te Ārahina/Leadership



Demonstrate strong, accountable leadership which contributes to whānau, hapū, iwi and Māori development.

STRATEGIES

1. Demonstrate visible and proactive commitment from the Vice-Chancellor and the executive group.

2. Develop a centralised Māori leadership role at the University of Otago.

3. Identify Divisional champions to lead and monitor progress of the MSF.

4. Include Māori-based proficiencies in human resource policies, procedures and processes.

5. Implement the MSF across all University of Otago campuses.

6. Conduct regular events which showcase and celebrate ‘things Māori’ on campus.

Goal 2 Te Honohono/ Partnership



Continue the ongoing commitment to the University's Tiriti o Waitangi partner – Ngāi Tahu – and other iwi with which it may enter into a formal partnership.

STRATEGIES

1. Honour and uphold the principles and obligations as outlined in each Memorandum of Understanding or Agreement the University has with its Treaty partners.

2. Ensure Treaty partnerships entered into have a clearly defined purpose and outcomes and are based on the principle of Tino Rangatiratanga .

3. Conduct regular reviews of the outcomes stipulated in each partnership agreement.



Goal 3 Te Rangahau Māori/Māori Research



Develop quality research that contributes to the understanding of Te Ao Māori and the achievement of Māori development aspirations and the knowledge economy.

STRATEGIES

1. Develop, coordinate and strengthen Māori research within and across all campuses to create a solid Māori research base and a more cohesive research picture.
2. Expand and promote kaupapa Māori research, research into Te Ao Māori and research which contributes to Māori development and well-being.
3. Promote research conducted, written or produced in te reo Māori at the University of Otago.

Goal 4 Te Tipuranga/ Growth and Development



Increase the recruitment, access, participation, retention, development and success of Māori staff and students at the University of Otago.

STRATEGIES

1. Work proactively to recruit, retain and develop Māori staff at the University.
2. Strengthen the recruitment, access, participation and success of Māori students at the University of Otago.



Goal 5 Ngā Whakahaerenga Pai/Quality Programmes



Integrate into existing programmes and develop new quality programmes in Te Ao Māori, te reo Māori and other robust kaupapa Māori options.

STRATEGIES

1. Identify expertise in te reo Māori, Te Ao Māori and kaupapa Māori and coordinate a forum for curriculum collaboration.

2. Develop the capacity of staff to contribute to this goal.

3. Find expertise as required to assist the realisation of this goal.

Goal 6 Ngā Taonga Tuku Iho/Language and Culture

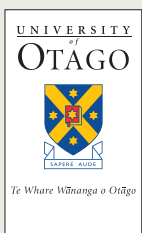


Promote and support te reo me ngā tikanga Māori among staff and students on campus.

STRATEGIES

1. Review and implement a revised Māori Language Policy for the University of Otago.
2. Incorporate te reo Māori, using the dialect of mana whenua, in the University's branding and signage.
3. Encourage the use and application of te reo me ngā tikanga Māori by incorporating them into human resource policies, procedures and processes.
4. Offer a range of professional development courses, some of which provide a base understanding, others of which extend staff, on te reo me ngā tikanga Māori and Te Tiriti o Waitangi.





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