

THE UNIVERSITY OF WAIKATO

MĀORI ADVANCEMENT PLAN¹

2015 - 2017

The Māori distinctiveness of the University of Waikato is grounded in the establishment of the University within the tribal boundaries of Waikato-Tainui in 1964, and the early leadership of key staff and community leaders, Māori and non-Māori alike, who brought national prominence to the University's programmes and created enduring relationships with iwi and Māori communities across New Zealand. This heritage has been honoured through the work of the University's staff and students over the first 50 years, and the University of Waikato continues to be renowned locally, nationally and internationally for Māori scholarship, leadership and community partnerships.

There is however, more to be done in order for the University to retain its place as the leading University for Māori. This Māori Advancement Plan is part of the University's Strategic Planning Framework. It is a Plan that upholds Charter and Treaty of Waitangi commitments, and that advances the University's Strategic Plan and the Tertiary Education Strategy for the term 2015 - 2017. It is an action based Plan to support the University to uphold its mana as the leading University for Māori.

The Plan is informed by a Treaty of Waitangi model of partnership and collective responsibility, where Deans, Directors, senior managers and leaders across the organisation have agreed to specific actions for operationalising the Plan in their respective areas. These are collated as a 'Schedule of Actions' that is monitored by the Pro Vice-Chancellor Māori. This collective responsibility of the University's leadership is a key feature of the Plan.

Students and communities are intended as the primary focus of this Plan, and this is reflected in the goals below:

Goal 1 To make unique and significant contributions to the educational success of Māori.

Goal 2 To strengthen partnerships with iwi and Māori communities.

Goal 3 To integrate kaupapa, tikanga, reo and mātauranga Māori as natural elements of the University of Waikato experience.

Goal 4 To strengthen the University's Māori staff profile with a focus on excellence and leadership.

A set of high level targets is included in the Plan.

¹ A Māori name and metaphor for the Plan is still under consultation.

Goal 1 To make unique and significant contributions to the educational success of Māori

The University has a strong Māori student profile and Māori students continue to be a highly visible cohort across the Faculties. The University's aspiration in this regard is to be a place where Māori students excel academically, and as well, are prepared for their roles as future leaders in their communities, professions, and in society.

There are many sites across the University where Māori students are achieving excellence and demonstrating great leadership capacity. In terms of overall participation and achievement rates however, there is still a discrepancy in pass rates and completion rates between Māori students and all other domestic students. This plan signals the commitment to ramping up the effort to raise Māori student achievement to new levels.

To achieve this Goal, we will:

- 1.1 Develop positive frameworks for encouraging Māori student voice and Māori student leadership – to enhance students' engagement in their own learning and to provide advice and guidance to the University regarding our services, facilities and programmes.
- 1.2 Strengthen the capability and responsiveness of the Faculties for supporting Māori student achievement and success. This will involve ensuring that Faculties have in place, targeted support programmes and systems that are responsive to Māori student achievement. It will also involve supporting teaching staff and professional staff to engage proactively and positively with these Faculty programmes and systems.
- 1.3 Provide professional development support for the University's teaching staff in the areas of culturally responsive pedagogies and teaching practice.
- 1.4 Support the University's mainstream student support services to be responsive and proactive in engaging Māori students and supporting their achievement.
- 1.5 Develop programmes that target niche opportunities and priorities, such as the University-wide Te Āhurutanga Māori Student Leadership Programme and the Faculty of Science and Engineering's Te Huakirangi secondary school Māori outreach programme.
- 1.6 Continue to provide dedicated support for target areas including Māori graduate and PhD students, students engaged in Mātauranga Māori research, and research students writing in te reo Māori.
- 1.7 Continue to deliver and further develop University-wide and Faculty specific scholarship programmes targeted to Māori students in areas such as equity, leadership, excellence, and international student exchange.
- 1.8 Leverage the knowledge base of leading research projects that focus on raising Māori student achievement to inform our own approaches to supporting Māori student achievement and excellence, as well as initiate smaller targeted research projects.
- 1.9 Develop effective and sustainable models for supporting Māori students in Tauranga.

Goal 2 To strengthen partnerships with iwi and Māori communities

Our vision here is to be seen as a trusted partner providing leadership and excellence in research, education and scholarship relevant to the interests and aspirations of iwi and Māori communities.

To achieve this Goal, we will:

- 2.1 Develop an overarching MoU framework for the various programmes and activities that substantiate the partnership between the University and Waikato-Tainui.
- 2.2 Through Te Rōpū Manukura:
 - ensure that the University's partnership with Māori is reflected at the University governance and strategic planning levels, and,
 - support Faculties, Research Institutes and Centres to strengthen collaborations and partnerships with iwi and Māori communities.
- 2.3 Through the Faculties, Research Institutes and Centres:
 - advance quality research and education collaborations and other innovative partnerships with Māori communities and organisations,
 - foster local, national and international indigenous research networks, and,
 - provide professional and cultural support and development for teachers, researchers and students working in these spaces.
- 2.4 Design and implement a high-level Māori Recruitment Strategy that is informed by key stakeholders and which supports well targeted quality engagements with whānau, schools and communities.
- 2.5 Explore opportunities to strengthen the connection between the University and its Māori alumni.
- 2.6 Enhance and expand educational pathways and strategic partnerships with wānanga, polytechs, wharekura, secondary schools, kura kaupapa, primary schools, and kōhanga reo.
- 2.7 Continue the University's major strategic partnership with Te Matatini, the National Society for fostering developing and protecting excellence in Māori performing arts, and explore other opportunities for promoting the University through supporting community partnerships.
- 2.8 Strengthen partnerships between the iwi and Māori communities of Tauranga moana, and the Tauranga sites of the University.

Goal 3 To integrate kaupapa, tikanga, reo and mātauranga Māori as natural elements of the University of Waikato experience.

Our vision in this domain is to embrace the many dimensions of Māori distinctiveness that have become embedded in the University's identity, practices and values, and to encourage the active engagement of University staff and students in upholding and celebrating this distinctiveness.

To achieve this Goal, we will:

- 3.1 Explore opportunities to infuse the curriculum with Māori knowledges and perspectives, to ensure graduates of the University have a level of bicultural awareness and capability that enhances their contributions in the workforce and in society generally.
- 3.2 Deliver a campus-wide programme of social and cultural events for students and staff that promotes and celebrates te ao Māori, te iwi Māori, the local heritage of Waikato-Tainui, and the Kīngitanga. Important elements to the work in this area include promoting staff and student engagement in programmes such as marae graduation and the University's Kīngitanga Day, and working with the Waikato Students' Union and the various Māori student groups across campus.
- 3.3 Deliver professional development programmes and opportunities that enable staff to engage with and contribute to kaupapa, tikanga, reo and mātauranga Māori on campus and as part of their work at the University.
- 3.4 Clarify and strengthen the University's position and sector leadership with regards to the Māori Language.
- 3.5 Explore opportunities to integrate kaupapa, tikanga and mātauranga Māori into the programmes and activities at the Tauranga sites of the University.
- 3.6 Develop a concept proposal for a multi-purpose complex that complements Te Kohinga Mārama Marae and enhances the University's ability to host major events such as graduations and conferences.

Goal 4 To strengthen the University's Māori staff profile with a focus on excellence and leadership.

Our aspiration in this area is to have a strong cohort of Māori staff who are seen as leaders in their fields, attracting students and scholars, as well as local, national and international research collaborations, and providing essential leadership to the University across all aspects of its operation;

To achieve this Goal, we will:

- 4.1 Ensure that the University provides active support for:
 - a) Māori staff recruitment, retention, workload balance, professional development and promotion.
 - b) Māori staff engagement in teaching, research, publication and supervision.
- 4.2 Promote opportunities that encourage a strong Māori research culture and that enhance collegial support and collaboration amongst Māori and other teachers and researchers across the institution.
- 4.3 Explore opportunities to strengthen the Māori staff leadership profile at the Tauranga sites of the University.
- 4.4 Foster and celebrate Māori staff excellence and leadership through the Faculties and Divisions across the University.

Māori Advancement Plan 2015-2017 – KPIs

KPI

1. Proportion of Ministry-Funded EFTS generated by Māori students

2011 Actual	2012 Actual	2013 Actual	2014 Target	2015-2017 Target
21.3%	21.9%	21.4%	N/A ¹	≥21.0%

2. Successful course (paper) completion rate for Ministry-Funded Māori students

2011 Actual	2012 Actual	2013 Actual	2014 Target	2015-2017 Target
81.8%	81.4%	79.2%	84.5%	≥85.0% by 2017

3. Qualification completions by Māori students

2011 Actual	2012 Actual	2013 Actual	2014 Target	2015-2017 Target
582	626	654	N/A ²	≥680 by 2017

4. In each of the two-yearly (2015, 2017) i-graduate Domestic Student Barometer Survey and International Student Barometer Survey, achieve a rate of at least 90% for student satisfaction with the Māori dimensions of the student experience at the University of Waikato.
5. Increase the number of Māori academic staff who are engaged in research activity at a nationally or internationally recognised level (i.e. equivalent to A and B quality scores against PBRF criteria), assessed through the two-yearly (2014, 2016) Internal Formative Process.
6. Through close engagement with Te Rōpū Manukura, and regular and comprehensive reporting to the University Council, demonstrate the strengthening of the University's contribution as a trusted and effective partner of iwi and Māori communities in advancing research and scholarship that supports Mātauranga Māori and builds Māori research capacity and capability.

¹ Target previously expressed as # of EFTS (rather than a proportion of total MF EFTS)

² Not a KPI in 2014