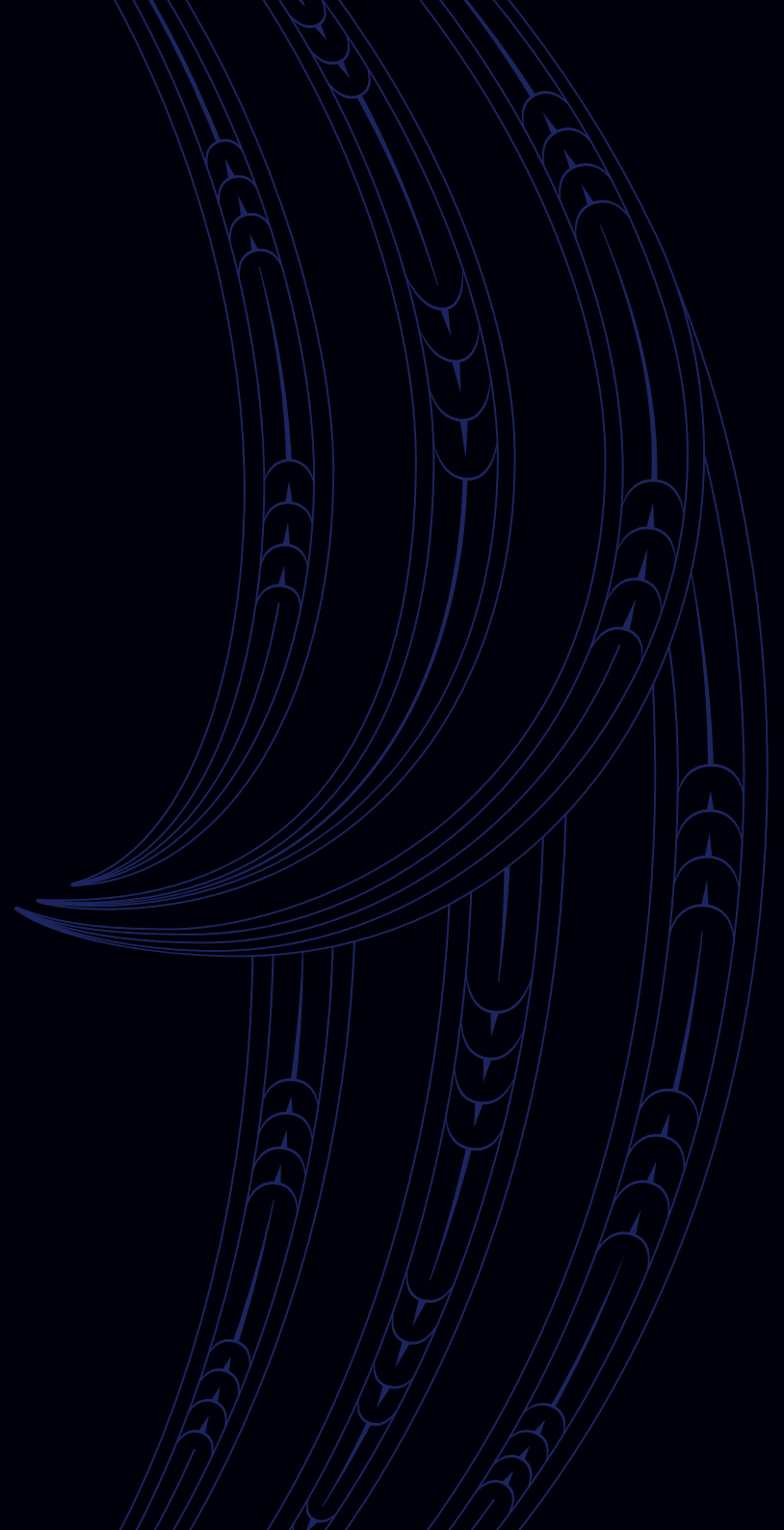




Ōtākou
Whakaihu Waka
UNIVERSITY OF OTAGO

Te Aka Matua 2030

Māori Strategic
Framework 2030







Te Wāhika Kōrero a te Tumu Whakarae

Vice-Chancellor Foreword

He kokeka whakahirahira Te Aka Matua i te whakapakaritaka o Ōtākou Whakaihu Waka kia tū hai whare wānaka e arahina ana e Te Tiriti, tērā tētahi o kā whāika ko whakatakotoria ki *Te Aroka 2040*.

He mea nui whakaharahara te tipakohaka o te tau 2040 i te mea, i taua tau ka whakanuia a Aotearoa te rua rautau nō te waitohutaka mai o Te Tiriti. He hurika tau whakapātaritari tērā ki kā kainoho katoa ki Aotearoa, ā, ki kā momo nōhaka pēnei i Ōtākou Whakaihu Waka hoki kia tutuki pai ai te rakapūtaka o nehe, i kōrerohia, i whai tūāpapa ki Te Tiriti.

Ki a mātau, ehara i te mea i tīmata mātau ki konei - ko hakaia te tūāpapa i te hekeka werawera o te whakapaparaka o mua o kā kaimahi, o kā tauira, o kā hoa, o kā kaitaunaki o te whare wānaka, ina koa te Tari o te Whakawhanaketaka Māori. Inarā, mā ā mātau ū titikaha ki kā momo rautaki i mua ko eke ki tētahi wāhi hao nui e huri tao ana tā mātau whakakiteka matua ki mua.

Ko te tūāpapa o taua hao nui, ko te whakawhanaketaka o ō mātau tākata. Nā reira, me aro atu ki kā kaupapa whakapakari i te hautūtaka, ā, me te utaka atu o te haepapa o kā tūmanako ki kā pokohiwi o kā kaiārahi puta noa i te whare wānaka e papaka ai rātau ki kā whāika, ki te aroka anō hoki.

The Māori Strategic Framework is an important step on the journey for Ōtākou Whakaihu Waka to being a Te Tiriti-led university as articulated in the University's *Vision 2040*.

The choice of the date 2040 is highly significant as in that year Aotearoa New Zealand will commemorate the 200th anniversary of the signing of Te Tiriti. Such an anniversary will challenge all New Zealanders and organisations such as the University of Otago to fulfil the historic partnership that underpins Te Tiriti.

For us, this journey does not start here; it is built on the hard mahi of generations of staff and students, friends and supporters of the University, particularly in the Office of Māori Development. Specifically, it takes our commitments from earlier versions of the framework to a more ambitious place reflective of our overall vision.

The key foundations of that ambition are in developing our people. This means a focus on fostering leadership opportunities and placing expectations on leaders across the University to be accountable for the goals and vision.

He hao nui kā whāika o Te Aka Matua ki ā mātau kaimahi, ki ā mātau tauira hoki. Mokori anō e noho mātāmua ana te mana rite o kā hua, ekari ko te ara e whāia kia piki atu ai ki taua taumata he mea papatoiake. Kai te *Pae Tata 2030*, te mahere rautaki matua, te whāika mārama, ā, kai Te Aka Matua te ara e whāia kia eke atu ai kā kaimahi me kā tauira Māori ki tōhona taumata.

Mātua te tuku mai o te aka nei he wāhi me he haepapa mō ka kaimahi me kā tauira kāore he toto Māori ō rātau. I te kanorau haere te whare wānaka, heoi anō, mātāmua te whakarite i ā mātau tākata katoa ki te māia, ki kā pūkeka hoki e whai wāhi ai te katoa ki tā mātau whakakokeka atu hai whare wānaka e arahina ana e Te Tiriti.

Pēnei i kā honoka Te Tiriti katoa, ko te rakapūtaka te pū o tā mātau aroka. E koroiko ana mātau te rakapū kaha uia te kaha ki te mana whenua, me tō mātau mōhio kai a rātau te mana ki te reo Māori, te tikaka me te mātauraka Māori hoki. Ka mihi au ki te mana whenua i tā rātau tautoko, me ā rātau wero mai ki a mātau kia whai kiko ai, kia whai kaha ai tō mātau rakapū ki a rātau. He wero nui tērā, ekari he awa, ahakoa te tārere o te wai, e whitikia.

Ko Te Aka Matua tō mātau kaiārahi. Ko tā mātau koke whakamua ka takea mai i ā mātau whakatinana i ēnei whāika pākaha. Mā te mahi kātahi, e whakapono ana au, ka eke tātau ki te taumata o te anamata hou, o te āpōpō whakaaweawe.

“Ko te toa i a tini, i a mano o te takata.”
Tūwhakauika & Te Oreorehua



The framework is ambitious in its goals for our kaimahi and tauira. Equity of outcomes is nothing less than what we should expect, but the journey to reach those outcomes will be challenging. Our overall strategic plan to 2030, *Pae Tata*, gives us this clear goal and this framework the path to get there for Māori staff and students.

Importantly, the framework gives a place, and a responsibility, for non-Māori staff and students in this journey. As our University becomes an ever more diverse place, it is vital that we equip all our people with the confidence and capability to play a role in forging a Te Tiriti-led university.

As with all Te Tiriti relationships, partnership is central to our vision. We desire a mana to mana relationship with mana whenua, recognising at all times their sovereignty over te reo Māori, tikaka and mātauraka Māori. I mihi to mana whenua for their support and for their challenges to us to make our partnership meaningful and strong. That is a challenge and opportunity that we will not shy away from.

This strategic framework is our guide. The true steps in our journey will come only from the actions we all take to give life to these audacious goals. Together, I am confident we will rise to the challenge of a new and inspiring future.

“Ko te toa i a tini, i a mano o te takata.” Tūwhakauika & Te Oreorehua.

“We possess the strength of many. It is the bravery of a multitude, of thousands of people.”

Hon Grant Robertson
Te Tumu Whakarae
Vice-Chancellor

POU WHENUA

THE NARRATIVE
OF TĀWHAKI AND
HIS PURSUIT OF
KNOWLEDGE



Kupu Arataki

Introduction

Ka tautohutia e te *Te Aroka 2040* o Ōtākou Whakaihū Waka ko te whakatakata whenua i te Te Tiriti o Waitangi hai kupu ārahi i kā rautaki matua hirahira kai whakatata ana tātau ki te rua rau tau whai muri i tō Te Tiriti o Waitangi waitohutaka. E whakatū ana te *Te Aroka 2040* i kā pae tawhiti, i kā pae tata kia whakamaui ai kia ita.

Heoti anō rā, e tika ai te arahina o Ōtākou Whakaihū Waka e Te Tiriti, me mātua whakamana Te Tiriti e Ōtākou Whakaihū Waka. Mehemea e whai ana tātau kia pono ai, kia tūturu ai tēnei whakataua, me whai tātau kia mātau ki kā tāhuhu kōrero taipūwhenua me kā pāka kino e rite tou ana te rakona e te iwi Māori. He āhuataka whakahirahira te huritao me te whakawhanake i tō tātau mātau ki kā tāhuhu kōrero mō te wāhi ki te arahina o tātau e Te Tiriti.

Ko tā te *Te Aka Matua 2030* he whakawhanake i te tūāpapa me kā hua whakahī o kā rautaki ō mua, arā, ko te tuatahi, ko te *Rautaki Kaupapa Māori 2007* me te *Rautaki Kaupapa Māori 2022*.

Ko tā te rautaki tuatahi he whai ki te whakamana i Te Tiriti o Waitangi me te whakaū hoki i te takohaka o Ōtākou Whakaihū Waka ki te whakawhanaketaka o te iwi Māori mā te whai wāhi me te akitu tōkeke; te whakatipu i kā wawata whakawhanake Māori; me te whakatakata whenua i te mātauraka Māori ki roto i kā pūnaha matua o Ōtākou Whakaihū Waka.

The University's *Vision 2040* identifies being a Te Tiriti-led university as a strategic priority of the highest order as we approach the 200th anniversary of the signing of Te Tiriti o Waitangi. In service to this priority, *Vision 2040* sets aspirational, future-focused goals.

To be genuinely Te Tiriti-led, however, the University must itself, first and foremost, honour Te Tiriti. If we are to do this with conviction and integrity, we must seek to understand our colonial histories and its continuing impacts on Māori. Reflecting on and growing our shared understandings of our history will be integral to our journey to be Te Tiriti-led.

The University's *Māori Strategic Framework 2030* builds on the proud foundations and achievements of its predecessors, the inaugural *Māori Strategic Framework 2007* and the *Māori Strategic Framework 2022*.

The first iterations of the Māori Strategic Framework sought to uphold the mana of Te Tiriti o Waitangi while making concrete the University's commitment to Māori advancement through seeking equitable Māori participation and success; advancing Māori development aspirations; and embedding mātauraka Māori within the University's core functions.

Ko tēnei whakahoutaka o te Rautaki Kaupapa Māori e whakaata ana i te māia nā kā rautaki o mua i tō mai, ā, e para ana i tētahi huarahi hao nui ake e arotahi ana ki Te Tiriti o Waitangi ki Ōtākou Whakaihū Waka. He whakawhanaketaka o te tūāpapa i whakatakotoria e Te Tari o te Whakawhanaketaka Māori o Ōtākou Whakaihū Waka me ā rātau whiri i kā here ki kā iwi, ki kā haumi anō hoki.

He mea tautoko *Te Aka Matua 2030* i kā rautaki matua o Ōtākou Whakaihū Waka, arā, ko *Te Aroka 2040* me te *Pae Tata 2030*, e noho mātāmua nei i te wawata nui o Ōtākou Whakaihū Waka kia arahina tātau e Te Tiriti. Hai āpiti atu ki ēnei rautaki, e whakaatu ana te *Te Aka Matua 2030* i kā uara me kā ara e taea ana e Ōtākou Whakaihū Waka te whakawhanake i kā wawata o Te Tiriti mā roto mai i kā pou e whā, arā, ko te - kāwanataka, te rakapūtaka, te mana taurite¹ me te tino rakatirataka.

Ko tā te *Te Aka Matua 2030* he whai i tēnei mahi me te mōhio kai nui tou te panoni haere o te hakaori o Aotearoa. Hai te tau 2040, ka nui ake i te haurua o Aotearoa he toto Māori, he toto Moana-nui-ā-Kiwa, he toto Āhia rānei. Me whakarite tātau i ā tātau pia kia rite ai rātau ki te ao hurihuri nei; kia nui ake ai te mātau ahurea me kā pūkeka ki te mahi tahi ki kā taupori huhua.

Inarā mō te Māori, mai i tēnei wā tae noa ki te tau 2040, toru tekau mā waru ōrau o te whakatipuraka taupori o Aotearoa ka whai toto Māori, ā, he nui ake i te haurua o te whakatipuraka taupori mō te reaka pakeke 15-64 ka whai toto Māori². Hai te tau 2040, ka koni atu i te kotahi takata i te tokorima o te taupori pakeke 15-64 he toto Māori. Tokomaha hoki rātau ko kuraina ki te kura kaupapa Māori, ko noho hoki ko te reo Māori hai reo tuatahi.

¹ Kai kōrero ana Te Tiriti mō te tōkeke kia tutuki ai ō mātau wawata hai Whare Wānaka arahina e Te Tiriti, me aru tōkeke hoki mātau.

² *Putā i Tua: He Rautaki Pūkeka Anamata Māori kia Tōkeke ai a Aotearoa*, Tihema 2022 (e ai ki te rarauka nā Tatauraka Aotearoa)

This new iteration of the Māori Strategic Framework, reflecting the confidence its predecessors have helped usher in, charts a more ambitious path that is focused tightly upon embedding Te Tiriti o Waitangi throughout Ōtākou Whakaihū Waka. It builds on the important foundational work led by the Office of Māori Development with the wider University in forging iwi relationships and partnerships.

The *Māori Strategic Framework 2030* supports and triangulates with the University's pinnacle strategic documents, *Vision 2040* and *Pae Tata: Strategic Plan to 2030*, which both foreground the University's key aspiration towards becoming Te Tiriti-led. In support of those documents, the *Māori Strategic Framework 2030* details how the University can concretely progress its Te Tiriti aspirations across four key areas – kāwanataka (leadership), rakapūtaka (partnership), mana taurite (equity)¹ and tino rakatirataka (sovereignty).

The *Māori Strategic Framework 2030* approaches this work in the knowledge that New Zealand's demographics are increasingly diverse. By 2040, more than half of New Zealand's population will be Māori, Pacific or Asian. We need to prepare our graduates for this changing world; to have increased cultural competencies and skills to work with and for diverse populations.

Specific to Māori, between now and 2040, thirty-eight percent of all population growth in New Zealand will be Māori, and more than half the population growth in those aged 15-64 will be Māori². By 2040, more than one in five people aged 15-64 will be Māori. Many will have come through kura kaupapa Māori and have te reo Māori as their first language.

¹ While Te Tiriti speaks of equality in order to achieve our aspirations of being a Te Tiriti-led university, we need to take an equity approach.

² *Putā i Tua: A Māori Future Skills Strategy for an Equitable Aotearoa*, December 2022 (citing Statistics New Zealand data).

I tēnei wā tou, he āputa i waeka i kā ia hakapori pūmau me te āheitaka o Ōtākou Whakaihu Waka ki te noho hai āhuru mōwai manaaki, whakapakari hoki i te takata Māori, i kā taoka Māori me te ao Māori. He nui kā mahi hai mahi mēnā tātau e whai ana ki te noho hai whare wānaka e tino hiahia ana e te taupori Māori e hohoro ana te rea mai.

I roto i kā tau, ko whakatauria e Ōtākou Whakaihu Waka ētahi whāika matawara mō kā tauira me kā kaimahi Māori. Ahakoa ko nui te whakawhanaketaka i ētahi wāhaka, inarā, mō te wāhi ki te akitutaka ā-mātauraka o kā tauira Māori, ko pōturi ake te whanaketaka i ētahi atu wāhaka. Mohoa noa nei, ko pai kā kōrerorero a Ōtākou Whakaihu Waka mō Te Tiriti, heoti, mā te *Te Aka Matua 2030* te wāhi me kā rauemi e whakawātea mai ana kia tino matomato nei te tipu o te whakatinanataka o ēnei kōrerorero.

Ko te akitutaka o te *Te Aka Matua 2030* e whirinaki ana ki te whakanui ake i te tokomaha o kā kaimahi Māori e mahi ana ki kā tūraka tiketike o te kaiārahi me te kaiwhakatau. E matea ana kā whakaaro Māori kia panoni ai kā kōrero whakatuanui, kia noho tahi tātau ki te āta pohewa i kā rautaki mātauraka hou, kia whakatakoto i te rautaki mō te toha rauemi, ā, kia mana tou ai kā kaweka takohaka kaio. Koinei katoa kā paearu kai te matū o te akitutaka o te whanaukataka i raro i te ārahitaka o Te Tiriti. He mea nui whakaharahara tēnei mō Ōtākou Whakaihu Waka i te mea kai te hiahia tātau kia akitu ai kā kaimahi me kā tauira katoa.

Me upoko pakarū te karawhiu o Ōtākou Whakaihu Waka ki te whakatutuki i ēnei whāika.

Ki te tuohu koe, me he mauka teitei, ko Aoraki anake. 🏔️

At present, there is a gap between New Zealand's prevailing demographic trends and the University's capability as an environment in which takata Māori, taoka Māori and te ao Māori can flourish. We have work to do if we are to become the university of choice for New Zealand's burgeoning Māori population.

Over the years, the University has set numerous aspirational goals for its Māori students and staff. While good progress has been made in some areas, particularly with regards to Māori student academic achievement, progress in other areas has been slower. To date, the University has articulated good Te Tiriti intentions, and the *Māori Strategic Framework 2030* provides the opportunity and the mechanisms to significantly advance the progression of these intentions into actions.

The success of the *Māori Strategic Framework 2030* will be contingent upon having considerably larger Māori presence at the most senior levels of our leadership and decision-making. Māori voices are needed to reframe dominant narratives, to share in imagining bold new educational approaches, to help determine the allocation of resources, and to ensure professional accountabilities are maintained. All of these expectations are at the heart of successful Te Tiriti-led partnerships. This is important for Ōtākou Whakaihu Waka because we want all our staff and students to be successful.

Achieving these things will require the University to be courageous.

Ki te tuohu koe, me he mauka teitei, ko Aoraki anake.

If you must bow your head, let it be to the loftiest mountain, Aoraki. 🏔️



TĀWHAKI

A ROLE MODEL
OF LEADERSHIP

Whāika Tahī: Kāwanataka

Goal One: Strong Leadership

Ki te whakaatu i te kaha o te hautūtaka e eke panuku ai kā tino whāika o Ōtākou Whakaihu Waka ki te Māori, kā tino whāika ki Te Tiriti anō hoki.

To show strong, determined leadership that will achieve the Māori and Tiriti-focused priorities and goals of Ōtākou Whakaihu Waka.

Tirohaka

E aro ana tēnei whāika ki kā ariā me kā haepapa o te hautūtaka e tere ake ai te aro o Ōtākou Whakaihu Waka ki te arahina o tātau e Te Tiriti.

Observation

This goal focuses on representative and accountable leadership that will hasten the University's transition towards being Te Tiriti-led.

Urupare

1. Ka tokomaha ake kā kaimahi Māori kai kā tūraka rakatira o Ōtākou Whakaihu Waka
2. Ka whānui ake te noho o kā kaimahi Māori ki kā tūraka rakatira o Ōtākou Whakaihu Waka kia whakaata ai hoki te wāhaka Māori o te taupori pakeke whānui o Aotearoa.
3. Ka noho te haepapa o te whakatutuki i Te Aka Matua ki ruka i kā kaimahi katoa, inarā, ki ruka i te Tumu Whakarae.
4. Ka tāmaua Te Aka Matua ki kā tuhika me kā tukaka matua o Ōtākou Whakaihu Waka, tae atu ai ki kā arotakeka mātauraka, ki kā kakeka tūraka me kā tukaka taritari.
5. He pūroko ā-tau mō Ōtākou Whakaihu Waka whānui e hā kai pū ana ki Te Aka Matua ka kōkiritia. 🏹

Response

1. Senior Māori academic leadership across the University will be increased.
2. Senior Māori leadership across the range of the University's operations will increase to reflect the Māori proportion of New Zealand's general adult population.
3. Responsibility for achieving the Māori Strategic Framework will lie with all staff and ultimately with the Vice-Chancellor.
4. The Māori Strategic Framework will be embedded within key University documents and processes, including academic review, promotions and recruitment processes.
5. Annual reporting across the University against the Māori Strategic Framework will be established. 🏹



THREE HERU

TE RŪNANGA O ŌTĀKOU,
KĀTI HUIRAPA RŪNAKA
KI PUKETERAKI,
AND TE RŪNANGA
O MOERAKI



Whāika Rua: Rakapūtaka

Goal Two: Partnership

Ki te whai rakapū mahitahi mārohirohi i ruka i te whakapono ki te mana whenua, ki kā iwi whānui, ā, ki kā hapori, kā rōpū Māori rānei e whai honoka ōkawa kē ana a Ōtākou Whakaihu Waka.

To pursue strong, trust-based partnerships with mana whenua and other Iwi or Māori communities and entities with whom Ōtākou Whakaihu Waka holds formal relationships.

Tirohaka

E aro ana tēnei whāika ki te whai rakapū mahitahi tūturu e whakamana ana, e whakatinana ana i Te Tiriti o Waitangi.

Observation

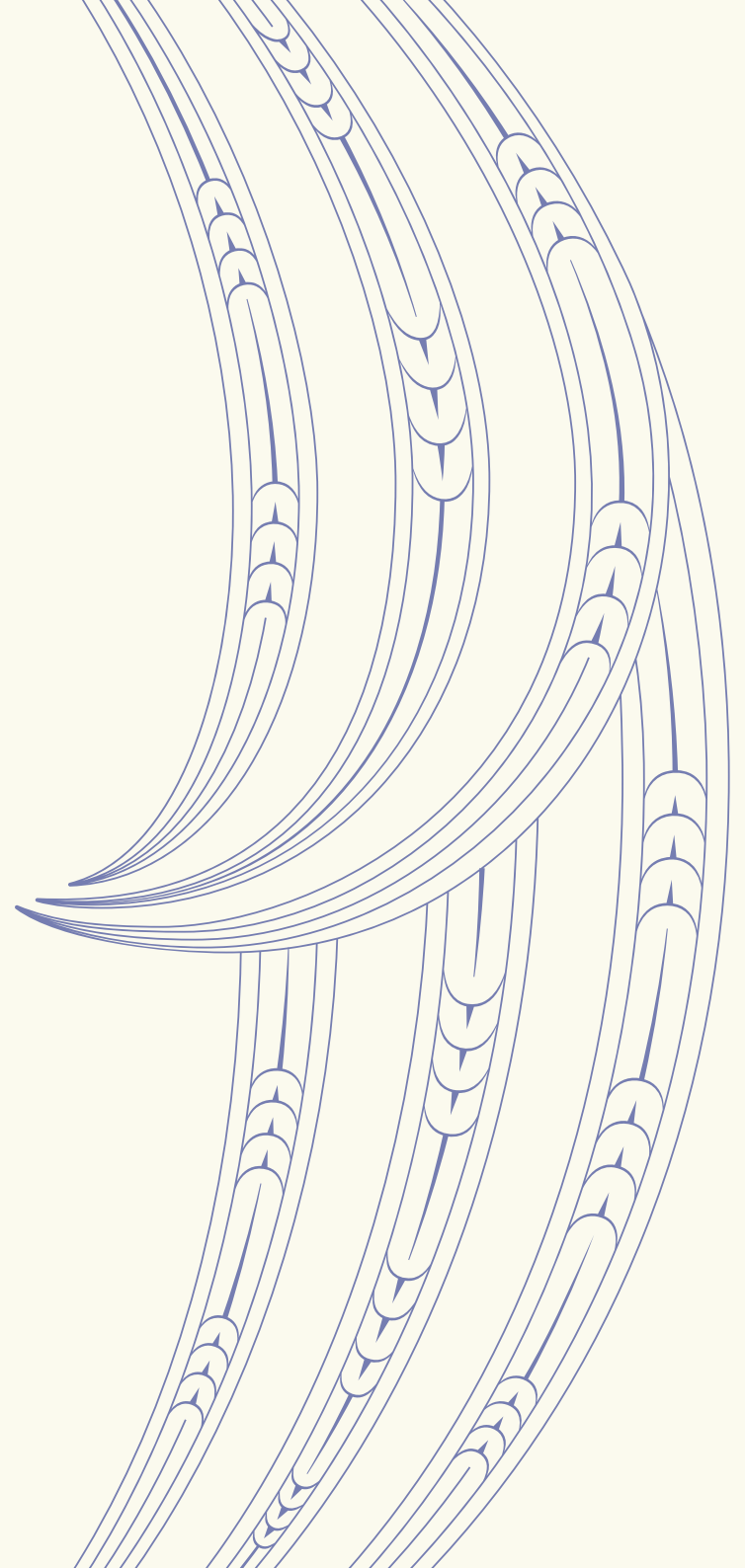
This goal seeks true partnership that upholds and embodies the mana of Te Tiriti o Waitangi.

Urupare

1. Ko te rakapū mahitahi i waeka i te Kaunihera o Ōtākou Whakaihu Waka me te mana whenua te mea whakahirahira mārie.
2. E mārama ana a Ōtākou Whakaihu Waka ko te rakapū mahitahi ki te mana whenua he mea taineke, he mea tipu tou.
3. Mā te Tari o te Whakawhanaketaka Māori e tautoko, e whakahaere hoki i kā rakapū mahitahi Te Tiriti mō Ōtākou Whakaihu Waka, ā, ka tautoko, ka tohutohu hoki i a Ōtākou Whakaihu Waka i āhana honoka ki te mana whenua kai reira e noho ana ōhona papa taurima.
4. Ka tautokona te Tumu Whakarae e te Tari o te Whakawhanaketaka Māori kia mārama ai a Ōtākou Whakaihu Waka ki te whānui o te mana Tiriti o te mana whenua, ā, e hāpai ana hoki taua mana.
5. Ka whakawhanakehia touhia te rakapū mahitahi i waeka i kā tauira, i kā rōpū me kā hāpori taketake ki Ōtākou Whakaihu Waka, kia whai wāhi ai kā tauira me kā kaimahi ki te whakawhanauka, ki te ako me te mahi kātahi anō hoki. ▀

Response

1. The Ōtākou Whakaihu Waka Council holds the University's paramount relationships with mana whenua.
2. The University understands its relationship with mana whenua is dynamic and ongoing.
3. The Office of Māori Development will support and manage Te Tiriti relationships on behalf of the University and will support and advise the University in its engagement with mana whenua whose takiwā overlap its campuses.
4. The Vice-Chancellor, with support of the Office of Māori Development, will work to ensure mana whenua Te Tiriti rights are understood and upheld across the University.
5. International partnerships between Indigenous First Nations, students, groups, communities and the University will continue to be developed, providing opportunities for students and staff to connect, study and work together. ▀





TE AKA
MĀTUA

THE PATHWAY
TO SUCCESS

Whāika Toru: Mana Taurite

Goal Three: Equity

Kia whai mana taurite ai te Māori ki kā mahi whānui katoa o Ōtākou Whakaihu Waka hai whakatutukitaka o te upoko tuatoru o Te Tiriti o Waitangi, he wāhi mana taurite ka hua mai mō kā kaimahi me kā taura Māori.

To seek equity for Māori across the range of activities at Ōtākou Whakaihu Waka in fulfilment of Ko te tuatoru (Article III) of Te Tiriti o Waitangi, an equitable environment for Māori staff and students will flourish.

Tirohaka

E whakatairaka tēnei whāika i te mana taurite o te whakauruka, i te hauora me te akitutaka hoki mō kā taura me kā kaimahi Māori o Ōtākou Whakaihu Waka.

Observation

This goal promotes equity of participation, wellbeing and success for Māori students and staff at the University.

3.1: Te Akitutaka o kā Tauria Māori

Kia mātua whakarite ai tētahi wāhi whakauruuru, he whaitua he nui anō kā rauemi kai reira ki te tautoko i kā tauria Māori hai Māori e whakatinanahia manatia ai e rātau tō rātau ake pitomata.

Urupare

1. Ka rakona e kā tauria Māori te tautoko o Ōtākou Whakaihu Waka ki tō rātau ake tuakiri, ki tō rātau ake mana anō hoki.
2. Ka whai mana kā tauria Māori ki te tū, ki te ako hoki hai Māori ki Ōtākou Whakaihu Waka.
3. Ka whai kā whāika whai rautaki e hono ana ki *Te Aroka 2040* me te *Pae Tata 2030* o Ōtākou Whakaihu Waka ki te whakapai ake i te whakauruka, i te whakaūtaka, me te akitutaka o kā tauria Māori mai i te taumata tohu pae tahi tae noa ki kā taumata tāura.
4. Ka whakakaha ake a Ōtākou Whakaihu Waka i te tukuka o te whakaako, o te ako me te whakamātautau i te reo Māori tou.
5. Ka whakaaturia whānuitia te akitutaka o te tauria Māori ki te haukāika, ki te motu me te ao whānui.

3.1: Māori Student Success

To ensure an integrated, well-resourced environment in which tauria Māori are supported as Māori to confidently achieve their potential.

Response

1. Tauria Māori will feel valued and supported at Ōtākou Whakaihu Waka.
2. Tauria Māori will be empowered to study and live as Māori while at Ōtākou Whakaihu Waka.
3. Strategic objectives, linked to the University's *Vision 2040* and *Pae Tata 2030*, will pursue improved participation, retention and achievement rates for tauria Māori from undergraduate to postgraduate study.
4. The University will increase the delivery of te reo Māori-medium teaching, learning and assessment.
5. Tauria Māori achievement and success at the University will be showcased locally, nationally and internationally.

3.2: Te Whakapakaritaka o kā Kaimahi Māori

Ki te whakanui ake i te tokomaha o kā kaimahi Māori ki Ōtākou Whakaihu Waka me te tautoko i tō rātau whakaaweawe, i tō rātau akitutaka me tō rātau hauora.

Urupare

1. Ka rakona e kā kaimahi Māori te tautoko o Ōtākou Whakaihu Waka ki tō rātau ake tuakiri, ki tō rātau ake mana anō hoki.
2. Ka whai mana kā kaimahi Māori ki te tū hai Māori ki Ōtākou Whakaihu Waka. Tae noa atu ki te tautoko i te wāhi ki te whanaketaka kaio e hā kai ana ki kā tikaka me kā hiahia o kā kaimahi, tae noa hoki ki te whai wāhi ki te whakawhanake i tō rātau mōhio ki te reo Māori, ki kā tikaka me te mātauraka Māori anō hoki.
3. Mā te whakarite tikaka e hā kai ana ki kā haepapa ā-ahurea me kā haepapa ā-mahi ka manaaki i te hauora o kā kaimahi Māori.
4. Mā te whakarite, mā te taritari, mā te whakaū hoki ka whakarea ake kā kaimahi Māori e mahi ana ki kā whaitua huhua, hai mea whakaata i te wāhaka Māori o te taupori pakeke whānui o Aotearoa.

3.2: Strengthening our Māori Staff

To increase the number of kaimahi Māori at Ōtākou Whakaihu Waka and support their influence, success and wellbeing.

Response

1. Kaimahi Māori will feel valued and supported at Ōtākou Whakaihu Waka.
2. Kaimahi Māori will be empowered to work and live as Māori. This will include support for professional development specific to kaimahi Māori requirements and aspirations, including opportunities to upskill in te reo Māori, tikaka Māori and mātauraka Māori.
3. The hauora of kaimahi Māori will be safeguarded by establishing clear boundaries around cultural workload and service expectations and commitments.
4. Through proactive recruitment and retention, the number of kaimahi Māori employed across the range of our functions and operations will increase to reflect the Māori proportion of New Zealand's general adult population.

5. Mā te taritari matawhāiti o kā kaimahi hou me te whai rautaki whakawhanake i kā kaimahi o “konei ake” ka piki ake te tokomaha o kā kaimahi Māori e mātau ana ki te ao, ki te reo me te mātauraka Māori ki kā tari mātauraka katoa, ā, mā te ako tohu pae tahi hoki tae noa ki kā whakatūraka mātauraka hoki e piki ai aua tūraka.
6. Ka utua kā kaimahi Māori ki kā mahi ā-ahurea e āpiti atu ana ki ā rātau mahi mātauraka, ki ō rātau tūraka kaio hoki. Ka whakamanahia hokitia ēnei mahi i kā tukaka kakeka tūraka.
7. Ka whai wāhi atu kā kaimahi raketira Māori ki kā rōpū arotake me kā rōpū uiui mō kā kopoutaka raketira, mātauraka mai, rakahau mai, kaio mai rānei.
8. E āwhina ana kā kaimahi Māori ki te ārahi i te whakawhanaketaka me te arotakeka o kā rautaki, te whakatakoto hoki o kā mahere me kā kaupapa here.
9. Ka tautokona touhia te whakanui i kā whakatutukitaka, i kā akitutaka o kā kaimahi Māori ki Ōtākou Whakaihū Waka.

5. The number of kaimahi Māori with expertise in te ao Māori, te reo Māori and mātauraka Māori will be increased in all academic departments through targeted recruitment of new staff and by strategically “growing our own” through development from undergraduate study through to academic appointments.
6. Kaimahi Māori will be remunerated for cultural service that is additional to their academic or professional roles. This service will also be acknowledged within promotion processes.
7. Māori leadership will participate in assessment and interview panels for all senior appointments, whether academic, research or professional.
8. Kaimahi Māori will help lead the development and review of University strategy, planning and policy.
9. Opportunities to showcase kaimahi Māori achievement and success at the University will continue to be supported.

3.3: Kā wheako Māori mō kā Tauira, Kaimahi katoa

Ki te tautoko i te whakawhanaketaka o kā tikaka me te mātau ā-ahurea Māori o kā tauira me kā kaimahi katoa ki Ōtākou Whakaihu Waka, kia tika ai, kia rere ai, kia Māori ai te akoako me te rakahau.

Urupare

1. Ka whakatairakahia te mana, te kauanunau, me te whakapātaka atu ki te tikaka Māori, ki te reo Māori me te mātauraka Māori ki kā wāhi katoa o Ōtākou Whakaihu Waka.
2. Ka whai wāhi kā kaimahi katoa ki te whakapakari i tō rātau mātau ki te reo Māori, ki kā tikaka me te mātauraka Māori.
3. Ka whai wāhi kā kaimahi katoa ki kā hōtaka matatau tikaka-rua kia pakari ake ai te mārama ki kā tāhuhu kōrero taipūwhenua me kā pāka e rakona touhia ana i ēnei raki tou.
4. Ka whai wāhi kā tauira me kā kaimahi katoa ki ētahi whare akoako ko te whanaukataka, ko te manaakitaka ki reira te mea matua.
5. Ka whakaarotia nuitia te whakapāka atu ki te tikaka Māori, ki te reo Māori me te mātauraka Māori i kā tukaka mātauraka me kā tukaka kakeka tūraka kaio.
6. Ka whai wāhi kā tauira katoa, tae noa ki kā tauira nō tāwāhi, ki te whai wheako ki te ao Māori. ▀

3.3 Cultural Opportunities for All Students and Staff

To support the Māori cultural enrichment and literacy of all students and staff at Ōtākou Whakaihu Waka, so as to ensure the delivery of culturally safe, Māori-responsive teaching, learning and research.

Response

1. Acknowledgement of, respect for, and engagement with tikaka Māori, te reo Māori and mātauraka Māori will be promoted across the University.
2. Cultural enrichment opportunities will be available for all staff around te reo Māori, tikaka and mātauraka Māori.
3. Bicultural competency programmes will be available for all staff to help build shared understandings of our colonial histories and continuing impacts.
4. Whare-based learning spaces for whanaukataka and manaakitaka opportunities will be available for all students and staff.
5. Engagement with tikaka Māori, te reo Māori and mātauraka Māori will be a consideration in academic and professional promotion processes.
6. All students, including our international cohort, will be provided with opportunities to engage with te ao Māori. ▀



KĀKĀ
TAOKA MĀORI

Whāika Whā: Tino Rakatirataka

Goal Four: Sovereignty

Ki te whakamana i te mana o te Māori, me te kaitiakitaka o te Māori ki te reo Māori, ki te tikaka Māori me te mātauraka Māori, ā, ka whai wāhi hoki ēnei taoka te puāwai.

To acknowledge Māori authority over, and guardianship of, te reo Māori, tikaka Māori and mātauraka Māori, and provide an environment in which these taoka will flourish.

Tirohaka

Mā ēnei ara e whā e whakamana ana tēnei whāika te ora o kā taoka Māori:

- Te whakamana i te mana Māori ki ēnei taoka.
- Te whakaū i te reo Māori me te tikaka Māori ki roto ki kā whakanōhaka me kā mahi.
- Te whakaū i te reo Māori, i kā kaupapa Māori me te mātauraka Māori ki kā mahi akoako.
- Te whakarite rauemi me te tautoko i te rakahau Māori kātuaerehe.

Observation

This goal safeguards the wellbeing of taoka Māori in four interlinked ways:

- Upholding Māori ownership of taoka.
- Embedding te reo Māori and tikaka Māori within institutional structures and practice.
- Embedding te reo Māori, kaupapa Māori and mātauraka Māori within our teaching and learning.
- Resourcing and supporting outstanding Māori research.

4.1: Te Kaitiakitaka o kā Taoka Māori

Ki te tautoko i te mana Māori me te kaitiakitaka o te Māori ki te reo Māori, ki te tikaka Māori me te mātauraka Māori ki Ōtākou Whakaihu Waka hai whakatutuki i te upoko tuarua o Te Tiriti o Waitangi.

Urupare

1. E whakamana ana a Ōtākou Whakaihu Waka i te rakatirataka o Kāi Tahu me te mana whenua o te takiwā o Kāi Tahu whānui, ā, ka arahina a Ōtākou Whakaihu Waka e te mana whenua mō te wāhi ki kā tikaka i te takiwā o Kāi Tahu.
2. Ki kā papa taurima o Ōtākou Whakaihu Waka ki waho kē atu o te takiwā o Kāi Tahu, e whakamana ana a Ōtākou Whakaihu Waka i te rakatirataka o kā mana whenua o aua whenua e noho nei ō rātau papa taurima.
3. Ka whakarite tou a Ōtākou Whakaihu Waka kia ita tou āhana pūnaha pāroko me āhana tukaka ō-roto e hākai ana ki te mana whakairo hinekaro a te Māori, tae noa ki te rarauka-koiora.

4.1: Guardianship of Māori Treasures

To support Māori authority over, and guardianship of, te reo Māori, tikaka Māori and mātauraka Māori at the University in fulfilment of Ko Te Tuarua (Article II) of Te Tiriti o Waitangi.

Response

1. The University recognises Kāi Tahu rakatirataka and mana within the takiwā of Kāi Tahu whānui and will be guided by mana whenua in regard to tikaka within the Kāi Tahu takiwā.
2. For campuses outside the Kāi Tahu takiwā, the University recognises the rakatirataka of the mana whenua in the land upon which our campuses sit.
3. The University will continue to ensure its information systems and internal processes are secure with regards to Māori intellectual property, including biodata.

4.2: Te Tautetaka o kā Taoka Māori

Kia whai wāhi haumarū, wāhi whakatenatena e whakanuitia ai, e puāwai ai te reo Māori, te tikaka Māori me te mātauraka Māori.

Urupare

1. Ka whakawhanakehia touhia he tuakiri Māori kaha ake ki te whānuitaka o kā mahi ā Ōtākou Whakaihu Waka, hai mea tāpiri ki te tūāpapa o Ōtākou Whakaihu Waka³.
2. Ka whakatūria he whare ki Ōtepoti e manaakitia ai, e puāwai ai te tikaka me te mātauraka Māori.
3. Ko te kapotaka ake o te reo kia rere, o te reo kia tika, o te reo kia Māori, me te noho pū o te tikaka Māori ka whakatairakahia, ka whakanuia, ā, ka whakamāorihia.
4. Ka whakaūhia te ao Māori me Te Tiriti ki roto i kā arotakeka o kā kaupapa here, o kā tukaka me kā aratohu ki kā momo whakahaereka katoa o Ōtākou Whakaihu Waka.
5. Ka whakatenatenahia kia hui ai ki te reo Māori, ki kā tikaka Māori ki Ōtākou Whakaihu Waka.

³ He tohu whakahirahira i tēnei haerenga te whakarewaka mai o Tuakiritaka.

4.2: Institutional Support for Māori Treasures

To provide a safe, encouraging environment in which te reo Māori, tikaka Māori and mātauraka Māori are celebrated and flourishing.

Response

1. A stronger Māori identity will continue to be developed across the range of the University's functions and services, adding new strengths of vitality to the University's enduring foundations³.
2. A whare will be established on the Dunedin Campus in which mātauraka Māori and tikaka Māori can be nurtured and can flourish.
3. Uptake and proficient use of te reo Māori and tikaka Māori will be promoted, celebrated and increasingly normalised.
4. Ongoing review of the University's policies, procedures and guidelines will more deeply embed te ao Māori and Te Tiriti within all of the University's operations and functions.
5. Te reo Māori-medium hui will be encouraged at the University.

³ Tuakiritaka marks a significant milestone on this journey.

4.3: Kā Whakahaereka Pai

Ki te tautoko i kā wāhi akoako mātuatua e taea ai e kā tauira me kā kaimahi katoa te whai wheako tūturu ki te ao Māori me te mātauraka Māori.

Urupare

1. Ki raro i te maru whakahaere o te hautūtaka Māori, ka whakapakari a Ōtākou Whakaihū Waka i kā marau Māori me te tukuka ki te marautaka whānui, tae noa atu ki te akoako ā-kaupapa me kā hīraurau mātauraka Māori ki kā take ā-rohe, ā-motu, ā-ao anō hoki.
2. Ka whakapakari a Ōtākou Whakaihū Waka i tōhona kaha ki te whakaako, ki te ako me te whakamātautau ki te reo Māori.
3. Ka whai wāhi kā kaimahi katoa ki kā kaupapa whakawhanake kaio kia ako ai rātau i kā tikaka e tika ana, i kā ara auaha hoki e taea ana e rātau te akitutaka o te tauira Māori te tautoko.
4. Ka tautokona kā akoraka Māori kaupapa mouka, kaupapa whakaaaweawe, kaupapa whai pāka hoki, ā, kā whakatairakahia hokitia kā kaiako kātuarēhe o Ōtākou Whakaihū Waka.

4.3: Quality Teaching and Learning

To support exemplary teaching and learning environments that enable all students and staff to engage confidently and competently with te ao Māori and mātauraka Māori.

Response

1. Under the guidance of its Māori leadership, the University will strengthen Māori content and delivery across its curricula, including kaupapa-driven teaching and learning and mātauraka Māori solutions to local, national and global issues.
2. The University will strengthen its capability with te reo Māori-medium teaching, learning and assessment.
3. Professional development opportunities will be available to all staff to learn best practice and innovative approaches to supporting tauira Māori success.
4. Excellent, inspiring and engaging kaupapa Māori teaching will be supported, and outstanding teachers will be profiled throughout the University.

4.4: Te Akitutaka o te Rakahau Māori

Ki te whakapakari i te uruka me te whakakanohitaka Māori ki kā āhuataka rakahau katoa ki Ōtākou Whakaihu Waka.

Urupare

1. Ka mātua whai ko te whakawhānuitaka ake o kā rauemi me te tautoko ki kā kairakahau Māori, ā, ki te rakahau aroka Māori hai kaupapa matua ki te *Pae Tata 2030*.
2. Ka tuku rauemi, ā, ka tautoko hoki a Ōtākou Whakaihu Waka ki kā hīraurautaka Māori ki kā take ā-rohe, ā-motu, ā-ao anō hoki.
3. Ka whakatairaka tou a Ōtākou Whakaihu Waka i kā rakahau mātauraka Māori, i te pāka o te rakahau Māori me kā akitutaka whakahirahira o kā kaimahi me kā tauira Māori.
4. Mā te hautūtaka o te rakahau Māori te urupare o Ōtākou Whakaihu Waka e ārahi ki te wāhi ki kā whakahau rakahau Māori ā-waho.
5. Ka whai wāhi atu te hautūtaka o te rakahau Māori ki kā rōpū rakahau motuhake o Ōtākou Whakaihu Waka hai ārahi i te whakawhanaketaka me te arotakeka o kā rautaki rakahau me kā kaupapa here. 🏹

4.4: Outstanding Māori Research

To strengthen Māori participation and representation throughout all aspects of research at Ōtākou Whakaihu Waka.

Response

1. Increased resourcing and support for Māori researchers and Māori-focused research will be a priority as set out in *Pae Tata 2030*.
2. The University will resource and support mātauraka Māori solutions to local, national and global issues.
3. The University will continue showcasing mātauraka Māori research, Māori research impact, and outstanding achievement by Māori staff and students.
4. Māori research leadership will guide the University's response to external Māori research imperatives.
5. Māori research leadership will have membership of key University research bodies and will help guide the development and review of research-related strategy and policy. 🏹



