



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

TE RAUTAKI MĀORI MĀORI ADVANCEMENT PLAN 2022-2026

Kotahi te kōwhao o te ngira i kuhuna ai te miro mā, te miro pango, te miro whero. I muri, kia mau ki te aroha, ki te ture, ki te whakapono.

There is but one eye of the needle through which the white, the red and the black thread must pass. Afterwards, hold firmly to your love, the law, the faith.

Pōtatau Te Wherowhero

HE TĪMATANGA / INTRODUCTION

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 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 Aotearoa New Zealand. This heritage has been honoured through the work of the University's staff and students and the University continues to be renowned locally, nationally and internationally for Māori scholarship, leadership and community partnerships. The University of Waikato acknowledges and is committed to the Kīngitanga and to upholding Te Tiriti o Waitangi and its importance to Aotearoa New Zealand.

Te Rautaki Māori (the Māori Advancement Plan) is part of the University's Strategic Planning Framework that informs the strategic and operational direction for how the University will recognise and embed Te Tiriti o Waitangi and mātauranga Māori (Māori knowledge and Māori ways of knowing) across the landscape of the University.

The Plan acknowledges the Kīngitanga and Waikato-Tainui in reference to both the land on which the University campus in Hamilton sits to the Tauranga campus and its connection with Ngāi Tamarāwaho, Hūria Marae as a Poukai marae and the wider iwi of Tauranga Moana. It also acknowledges the relationships the University has with iwi members of Te Rōpū Manukura and other iwi across Aotearoa.

HE WHAKAMĀRAMA / BACKGROUND

The University landscape has shifted considerably since the last Māori Advancement Plan. The University has undergone internal reorganisation through the introduction of the Divisional structure, the creation of Associate Dean Māori within the Divisions and the establishment of the Māori Academic Board of Studies. The recommendations of the Taskforce on Systemic and Casual Racism also have particular relevance as does the approval by Council of the Statement on the Treaty of Waitangi.

To provide consistency with the Terms of Reference of the Māori Academic Board of Studies which were co-constructed with Māori staff the Plan also draws from the principles of Te Tiriti o Waitangi particularly Rangatiratanga and Ōritetanga. The Waitangi Tribunal hold the view that “Treaty principles are not set in stone. They are constantly evolving as the Treaty is applied to particular issues and new situations”.¹ The evolution of Te Tiriti principles and the ability of institutions such as the University to maintain their commitment to these principles requires continued and ongoing review. It is important to bear in mind that the principles described and used in this Plan will require ongoing review to ensure their relevance.

For this Plan the principle of Rangatiratanga focuses on Māori students, staff and Māori communities engaged with and connected to the University, particularly but not only the Kīngitanga, Waikato-Tainui, the iwi of Tauranga Moana and iwi members of Te Rōpū Manukura. The principle of Ōritetanga focuses on the whole of the University and what actions are required to help lift the University’s commitment to Te Tiriti o Waitangi and mātauranga Māori, Māori knowledge and Māori ways of knowing.

The University of Waikato Statement on the Treaty of Waitangi further articulates expectations to promote the active recognition of mana as follows:

- a) Mana Māori Motuhake
- b) Mana Mātauranga Māori
- c) Mana Whare Wānanga
- d) Mana Tangata

It is intended that the application of mana alongside the principles of rangatiratanga and Ōritetanga as described above will guide the way in which this Plan is implemented. There is collective responsibility for all across the University to support the objectives and implementation of the Plan. This collective responsibility is evident in other University plans, including the University Strategy, Te Rautaki Mātauranga – the Academic Plan, Te Rautaki Rangahau - the Research Plan, the Tauranga Campus Plan, the Pacific Strategic Plan, the International Plan and the Sustainability Plan. It’s success requires a commitment by Divisions, Faculties, Research Centres and Institutes to ensure that strategic documents and plans developed include actions that also align with these plans.

In late 2019, late 2020 and early 2021 hui were held with different Divisions, Faculties and units across the University. Key themes emerging from these hui included the need to:

- explicitly reflect the University’s commitment to Te Tiriti o Waitangi
- be values-led
- be aspirational and transformational
- reflect Māori success

The feedback is consistent with the goals and objectives of earlier versions of the Māori Advancement Plan and the recently approved University’s Statement on the Treaty of Waitangi clearly sets out expectations for the University’s commitment to Te Tiriti. The Taskforce Report noted that the achievement of transformational change would take time and developed a series of goals and actions that would enable the University to move incrementally forward.

¹ Te Puni Kōkiri, *He Tirohanga o Kawa ki te Tiriti o Waitangi: A Guide to the Principles of the Treaty of Waitangi as expressed by the Courts and the Waitangi Tribunal*. Te Puni Kōkiri: Wellington, 2002, p. 77.

The four objectives outlined in this Plan have been informed by the feedback and are aligned with the recommendations of the Taskforce and the University's continued commitment to the Kīngitanga, Te Tiriti o Waitangi and mātauranga Māori. They focus on relationships, on our distinctiveness and on enabling opportunities for advancement, excellence and success for our iwi and Māori communities, Māori staff and students.

NGĀ WHĀINGA / OBJECTIVES

There are four key objectives in this Plan. These objectives acknowledge and build on the work of earlier Māori Advancement plans and the recommendations of the Taskforce. These objectives also align with the University's Statement on the Treaty of Waitangi, Te Rautaki Mātauranga – the Academic Plan, Te Rautaki Rangahau – the Research Plan and the Tauranga Campus Plan. It is important that this Plan is read in conjunction with the Statement, these plans and the Taskforce recommendations.

The four objectives of Te Rautaki Māori 2022-2026 are:

- Objective 1** Provide a distinctive contribution to the University of Waikato experience for staff and students, drawing on the heritage of our region and our relationships with the Kīngitanga, Waikato-Tainui, iwi of Tauranga Moana and other iwi

 - Objective 2** Strengthen the capacity and make visible the profile of Māori staff with a focus on building leadership and academic and research excellence

 - Objective 3** Make unique and significant contributions to the educational success of Māori

 - Objective 4** Re-establish and strengthen Te Rōpū Manukura and relationships with iwi and Māori communities
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OBJECTIVE 1 - PROVIDE A DISTINCTIVE CONTRIBUTION TO THE UNIVERSITY OF WAIKATO EXPERIENCE FOR BOTH STAFF AND STUDENTS, DRAWING ON THE HERITAGE OF OUR REGION AND OUR RELATIONSHIPS WITH THE KĪNGITANGA, WAIKATO-TAINUI, NGĀI TAMARĀWAHO AND OTHER IWI

The University of Waikato has embedded within it a unique and distinct identity. This uniqueness was acknowledged when the University was first opened and further reinforced with the vesting of the land on which the Hamilton campus sits into Pōtatau Te Wherowhero title and the relationship with Ngāi Tamarāwaho in the cultural narrative and building of the campus in Tauranga. It is also the one overarching end outcome in the Report of the Taskforce: “to achieve a fuller enactment of the University’s motto, Ko te tangata” and where the “University of Waikato is experienced as a welcoming, inclusive and affirming environment by staff and students of all cultures, as well as tangata whenua”.

What will we do to achieve this:

- Work with Waikato-Tainui to develop and make available resources for all staff and students on Kīngitanga, understanding of the history of Waikato-Tainui and the unique relationship with the University Hillcrest campus being situated on Pōtatau Te Wherowhero title.
- Support the implementation of the staff professional development programme for the Tauranga campus outlined in the Tauranga Campus Plan.
- Work with ODR to ensure onboarding programmes for new staff have embedded within them the history of and our relationships with the Kīngitanga, Waikato-Tainui, Ngāi Tamarāwaho and Te Tiriti o Waitangi.
- Continue to celebrate distinct occasions such as new student pōwhiri, marae graduation and the University’s Kīngitanga Day.
- Support staff and student attendance at annual Poukai and Koroneihana.
- Ensure The Pā and new wharehenui embed the University’s connections to Kīngitanga, Waikato-Tainui and mana whenua.
- Develop a te reo Māori strategy for the University.

OBJECTIVE 2 STRENGTHEN THE CAPACITY AND MAKE VISIBLE THE PROFILE OF MĀORI STAFF WITH A FOCUS ON BUILDING LEADERSHIP AND ACADEMIC AND RESEARCH EXCELLENCE

The Taskforce identified the importance of growing capability particularly given the overarching goal that the University of Waikato is the leading university for Māori, including Māori staff. The Taskforce was clear in the need for the University to recruit, retain and actively increase the number of Māori staff and support their progression to a senior level. This includes providing pathways into academia for high-performing students, with the goal of having a Māori staffing profile that represents the same proportionality as Māori students by 2030. The University Strategy 2022-2024 maps out the University's approach to progress this, identifying the importance for "a strategy that states how we will both increase Māori academic staff numbers and retain our existing Māori academic staff. This strategy needs to be tied to the reality of our hiring practices and the necessary link between student demand and funding for academic positions. It will also require that our appointment, advancement and promotion processes recognise the wider contributions of Māori academic staff members within their academic disciplines and the institution as a whole" (p.6).

What we will do to achieve this:

- Work with HR to develop a strategy and comprehensive reporting approach that tracks the recruitment, appointment, retention and progression of Māori staff.
- Support the creation of the PhD scholarship scheme as outlined in Goal 3 of the University Strategy.
- Work alongside the Deputy Vice-Chancellor Research to achieve Objective 3 of the Research Plan: Mātauranga Māori in Waikato Research.
- Work alongside the Deputy Vice-Chancellor Academic to achieve Objective 1 of the Academic Plan: Embed Mātauranga Māori into Teaching and Learning.
- Work alongside the Director, Tauranga Campus to achieve Objective 3.4 of the Tauranga Campus Plan.
- Work with PVCs of each Division and the Dean Te Pua Wānanga ki te Ao to develop and report against a Māori staffing plan.
- As part of an initiative with Universities New Zealand (Te Kei), deliver a programme to support early career Māori academics.
- As part of an initiative with Universities New Zealand, deliver a programme (Piki Ake) to support the development and growth of Māori academics in research.
- Expand Ngā Tohu Toihau to include and celebrate Māori staff excellence in leadership, teaching and research.

OBJECTIVE 3 MAKE UNIQUE AND SIGNIFICANT CONTRIBUTIONS TO THE EDUCATIONAL SUCCESS OF MĀORI

Māori students make up a significant percentage of the University student population and are visible across the Hamilton and Tauranga campuses. The University already has a number of targeted initiatives (JumpStart, the Ōritetanga project, Pathways Scholarship for Māori and Pacific students) that are designed to support the educational success of Māori students from their transition, retention through to completion and employment pathways.

It is important that the University continues to be a place where Māori students excel academically and this can be measured through higher Māori student retention, progression, completion and graduation rates. The Taskforce highlighted the importance of providing Māori students (alongside all students) an academic experience which has mātauranga Māori woven through existing teaching and research approaches where Māori students are able to see themselves reflected through their learning. These approaches will better prepare Māori students for their roles as future leaders for their whānau, hapū and iwi, in their professions, communities, and in society.

What we will do to achieve this:

- Support the Deputy Vice-Chancellor Academic to achieve Objective 2 of the Academic Plan particularly in the progress of the Ōritetanga Learner Success project and growth of culturally specific learner development programmes.
- Support the Deputy Vice-Chancellor Academic to achieve Objective 5 of the Academic Plan particularly in building new and developing existing relationships with iwi, Māori organisations and communities.
- Support the Future Students team in developing and implementing initiatives which enhance and expand educational pathways for Māori into the University's programmes.
- Support the Future Students team in ensuring Māori student recruitment and related activities are appropriate and relevant.
- Support the continued improvement of retention rates for Māori students through Te Puoho, the Faculty, Division and Tauranga based Māori student support hubs.
- Work proactively with the Vice-President Māori, Waikato Students' Union and Te Kāhuinga Tumuaki (leaders of the Māori student rōpū).
- Deliver a range of equity funded initiatives targeted to Māori students at all levels of study.
- Continue to collaborate with Ngā Pae o te Māramatanga, deliver an academic mentoring and support programme for Māori doctoral students.
- Support the International Office in increasing Māori students' awareness of and engagement in study abroad and other international study opportunities.
- Continue to work alongside iwi, Māori communities, businesses and organisations to support opportunities for Māori students.
- Continue to celebrate Māori student success through Ngā Tohu Toihau.

OBJECTIVE 4 RE-ESTABLISH AND STRENGTHEN TE RŌPŪ MANUKURA AND RELATIONSHIPS WITH IWI AND MĀORI COMMUNITIES

One of the three end outcomes of the Taskforce Report was to see the University enjoy “strengthened and enriched relationships with Waikato-Tainui, the Kīngitanga, the iwi of Tauranga Moana and wider tangata whenua of Aotearoa” (p.23). The Taskforce specifically referenced the need for such relationships to be mana enhancing. A new Chair for Te Rōpū Manukura has recently been appointed and will lead in the delivery of this Goal.

What we will do to achieve this:

- Support the Chair of Te Rōpū Manukura to reconvene and reenergise Te Rōpū Manukura with a clear scope agreed by all parties.
 - Through the Chair of Te Rōpū Manukura agree an annual work programme for Te Rōpū Manukura.
 - Lift the mana of Te Rōpū Manukura to better reflect a relationship of mana ōritetanga to facilitate at least one joint meeting of Council and Te Rōpū Manukura to discuss progress on Te Tiriti and mātauranga outcomes.
 - Support greater alignment between Te Kotahi Research Institute with Te Rōpū Manukura.
 - Facilitate greater and make more visible engagement opportunities and initiatives between iwi and the University.
 - Provide annual reports to Te Rōpū Manukura on progress against this Plan.
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