



Kia Puawai:
MAORI STRATEGIC FRAMEWORK
2008-10

Investing in Maori- Investing in a Nation

Kotahi tonu te hiringa i kake ai Tane
Ki Tikitiki-o-Runga
Ko te hiringa I te mahara,
Ma tenei huarahi, ka ahei ai te tangata ki te tutuki
I nga mea katoa I hiahiatia ana e ia...

*It was but one power that enabled Tane to ascend
To the upper-most heavens to obtain knowledge and enlightenment
-it was the power of the mind
Through this way, we too can achieve our goals*

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1.0 Moemoea/The Vision

'Ma te huruhuru ka rere te manu'

It is by feathers the bird is able to fly

UCOL: to be a leader in working with Iwi/Maori to enable them to be greater participants in:

- Te Ao Maori/The Maori world
- Aotearoa Whanui/Wider New Zealand society, and
- Te Ao Whanui/ as global citizens

2.0 Kaupapa/Mission

UCOL will actively contribute to Maori development and work to enable Maori at UCOL to realise their potential

- Provide quality education and training to our communities
- A focus on providing appropriate support to students to increase successful completion

3.0 Te Tirohanga Whanui/Overview

This inaugural Maori Strategic Framework is a statement of UCOL's commitment and responsiveness to the Treaty of Waitangi. It signals a more cohesive, institution wide approach, and provides the foundation to enable UCOL to make a more proactive contribution to Maori development. It is focussed on priority goals as identified in UCOL's Investment Plan, government's national goals (TES), and by Maori themselves.

The framework consists of four priority goal areas that will become the focus for the next 3 years. These goals, and the strategies under them, are intended to provide a focus for the work of the Office for Maori Development to ensure the most effective use of available resources. They are aligned with a major focus of UCOL's: to improve the success rates of Maori students and all students. If this can be achieved UCOL will make a significant contribution to Maori development.

4.0 Te Mahi Ngatahi/Contributing To UCOL's Success

UCOL attracts a large number of Maori students. In percentage terms few ITP institutions or universities attract more students and over the past three years Maori enrolments at UCOL have been around 22% of total student enrolments. However, while Maori are well represented in the ITP sector, they are underachieving. The ongoing challenge remains to improve successful outcomes which will be of benefit to Maori and this institution.

There are significant factors that confirm the strategic importance of the Maori community for the future of Aotearoa/New Zealand.

- Maori potential. The contribution of Maori to society and the economy can be significant.
- The rapid growth in Maori participation in many sectors UCOL is working in and therefore strong alignment between Maori development and UCOL's own growth in the future. Iwi are increasingly becoming a major commercial and economic force in wider society. In their development they will be looking for quality organisations to engage with. In the next decade many of the iwi within UCOL's area will also be resolving major Treaty of Waitangi Claims and it is likely they will be looking for partners in the education field after settlements have been resolved
- There has been a renewed wave of enthusiasm for learning and education in the last 15 years among Maori in particular. Growth in participation in higher education is greater than any other group in the country
- The emerging Maori national demographic of the future. Maori are the fastest growing population group

- The increasing awareness and high profile of the Treaty of Waitangi and Maori development as priority government objectives reflected in tertiary education reforms
- The reputation of UCOL as a provider of quality education and training in its communities.
- Government focus for institutions to achieve better outcomes for Maori

As a quality ITP institution, UCOL should embrace opportunities to improve its contribution to Maori development and thereby develop a leadership profile in the rohe/regions it serves.

5.0 Te Rautaki/Investment Plan-Strategic Alignment

Improved responsiveness to Maori students is a key strategy contained in UCOL's Investment Plan as required by the Tertiary Education Strategy. The new TES reflects

- A continuing commitment to Maori education and development
- A focus on education for young New Zealanders (18-25yrs)
- A focus on successful outcomes
- Encouraging greater Maori participation in higher levels of study

From 2008, our purpose will be driven by an Investment Plan with government which provides for:

These documents all promote a more active and responsive approach to engaging with Maori as students and as communities. In order to meet the requirements it is important that:

- UCOL is committed to partnerships and co-operation with iwi and Maori to assist in their development under its commitment to providing quality, education and training.
- Identification of UCOL's current strengths in the sector and potential opportunities for growth is critical. UCOL's role is currently in the provision of quality mainstream education and training programmes for Maori, rather than kaupapa Maori education, which might also have a positive contribution back to 'mainstream' courses.
- UCOL will continue to develop its relationships with *manawhenua* groups in the rohe where UCOL is present. These include: Tanenuiarangi in Palmerston North, Ngati Kahungunu and Rangitane O Wairarapa, Te Atihaunui at Whanganui and other iwi groups.

- UCOL will have an increased focus on the support of Maori staff and students to foster leadership, academic excellence and the strengthening of Maoritanga.
- UCOL will continue to work on its commitment to kaupapa and tikanga Maori within our campus environment
- In the current difficult operating environment of tertiary provision, to be effective in contributing to Maori development UCOL will require a strategy that includes being innovative, creative and collaborative.

6.0 Ngā Whaingā/Goals

The major goals of the framework are as follows:

6.1 Maori and Pasifika Student Achievement and Success

6.2 Strengthening The Maori Position Within UCOL

6.3 Relationships with Maori

6.4 Developing UCOL Capability and Responsiveness

Goal 6.1 Maori Student Achievement and Success

Improve successful completion rates for Maori students

KEY ACTIONS

1. Establish a network of specialist Maori student support on all UCOL campuses. Develop a focussed, more intensive action plan and job descriptions
2. Operate collaboratively with other student support services
3. Ensure opportunities for parallel cultural development occur for Maori students that will foster a greater connection to Maoritanga, identity and self esteem as an important platform to academic achievement

Outcomes

We know we are successful when:

- there is improvement in Maori student successful completion rates*
- more Maori students move on to higher levels of study*
- there are good working relations and collaboration with other UCOL student support services*
- Maori students increasing in their understanding and usage of Te Reo and tikanga Maori while studying at UCOL*

Goal 6.2 Strengthening The Maori Position Within UCOL

Increase the Maori profile across UCOL

KEY ACTIONS

1. Develop a proactive Maori staff recruitment, retention and support plan
2. Undertake a pilot project of curriculum indigenisation
3. Ensure the Maori Staff Caucus is active and supported
4. Develop an annual calendar of activity to support Maori staff development culturally and in their professional roles
5. Ensure quality Maori representation the key driver areas of UCOL operations

Outcomes

We know we are successful when:

- more Maori staff—particularly academic, are employed at UCOL
- Maori staff and students demonstrate increased knowledge of, and use of Te Reo and tikanga
- Te Komiti Maori, the UCOL Maori staff forum, is active and contributing
- there is quality Maori representation in the key areas of UCOL operations
- there is more kaupapa Maori content in the curriculum of relevant UCOL programs for the benefit of all learners
- general staff have an increased understanding of Te Ao Maori-the Maori world

Goal 6.3 Relationships With Maori

Engaging with Iwi/Maori in the UCOL region

KEY ACTIONS

1. Strengthen relationships with the major iwi/Maori groups in the region
2. Assist Iwi/Maori in their development aspirations
3. Develop a strategy for a more focussed engagement with Maori secondary school students

Outcomes

We know we are successful when:

- we are regularly engaging with iwi in the regions
- we are assisting iwi to meet their education and development needs
- more Maori school leavers are enrolling on UCOL programs

Goal 6.4 Capability and Responsiveness

Increase capability and responsiveness to Maori

KEY ACTIONS

1. Demonstrate leadership and commitment from UCOL Council and Senior Management Team
2. Ensure all staff have opportunity to increase their understanding of Te Ao Maori-the Maori world
3. Support Maori leadership and the development of a Maori team, some centrally placed, some contributing from all areas of UCOL.
4. Lead and implement Treaty of Waitangi responsiveness across UCOL
5. Ensure quality representation in the key driver areas of UCOL operations

Outcomes

We know we are successful when:

- there is a positive understanding and appreciation of the Treaty of Waitangi at UCOL
- there is increased knowledge of how to practically apply the Treaty in the tertiary education setting
- there is increased understanding of Te Ao Maori, the Maori world
- the establishment of a Maori development office

7.0 RauemaTautoko/Resourcing

7.1 The implementation of the framework requires resources. For the next three years from 2008, it is planned that as more detailed initiatives emerge from this strategy that funding will be sought through the Investment Plans process.

7.2 To be effective, support and leadership 'from the top' will be essential. It is envisaged that the framework will be considered, adopted and well owned at the highest levels of the institution (Senior Management Team and Council).

7.3 The framework will translate into the development of an annual business plan to action the goals, for further approval at the appropriate time.

8.0 Te Otinga/Conclusion

This document represents a framework that provides a clear direction and a way forward for the institution when considering its role in contributing to Maori development. It is a strategy that is cohesive, focussed with prioritised goals that are aligned with the aspirations of UCOL and the Maori community. UCOL has a significant opportunity to further assist in Maori development and in turn, an investment in our communities and nation as a whole. Further there are likely to be increased benefits in UCOL being identified as an ongoing partner for iwi development in the future.

The framework incorporates and aligns goals and requirements of the three major stakeholder groups involved: UCOL, the government, and Maori, all of whom will ultimately be beneficiaries of positive Maori development.

It is well understood that the Maori demographic of the future is a fast growing one. Maori in recent years have been participants in tertiary education a greater rate than any other group, and the potential of Maori contribution to New Zealand society and the economy is likely to be high. The framework recognises Maori potential and reinforces its primary focus to increase Maori student graduation rates as a cornerstone to progress and development.

Nga mihi nui

Te Atawhai Mataira

Director Maori

Universal College of Learning

Te Pae Matauranga ki te Ao