



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

MAI I TE IHO KI TE PAE

Māori Strategic Outcomes Framework
2020-2040

Tēnei ka noho i te roro o tōku whare o Te Tumu Herenga Waka, i ōhākītia ai ‘ko te pātaka kai iringa o te kupu, o te kōrero’, te iho o taku Māoritanga ki tēnei whare wānanga. Ka māwhiti ngā kamo ki te pae tawhiti e kōwhāwhā mai rā, ka titiro iho ki te pae tata e ūhia nei e ngā manako o te ngākau.

As I sit on the verandah of Te Tumu Herenga Waka, the storehouse of words and knowledge, the representation of the essence of my Māori identity here at Te Herenga Waka—Victoria University of Wellington, I gaze out and wonder what is beyond the distant horizon and contemplate how I can draw these aspirations near.

Mai i te Iho ki te Pae —Māori strategic outcome framework (MIP) encapsulates Te Herenga Waka—Victoria University of Wellington’s ‘Capital Thinking, Globally Minded’ brand and the Strategic Plan vision to “be a world-leading capital city university and one of the great global–civic universities”. This includes ‘honouring Te Tiriti o Waitangi, te reo Māori, mātauranga Māori, and our relationships with iwi and iwi-related organisations’ and recognising that we are ‘a global–civic university with our marae at our heart, defined by our heritage and our tūrangawaewae, and with unique attributes that stem from our values and our capital city location’.

This Māori Strategic Outcomes Framework draws on the Māori aspirational notion that from our iho (essence, core) we strive to extend to the pae (horizon, surrounds) and beyond. At our university, the iho is represented by the ornately carved meeting house, Te Tumu Herenga Waka. Figuratively, the wharenuī is the ‘mooring post’ from which staff and students can be connected to the Māori world during their time at the University, and it provides a platform to enhance teaching, learning, research, and engagement. The notion of connectivity provides the basis for our this outcomes framework whereby collectively, as a whole institution, we can deliver better outcomes for Māori.

This updated (MIP) has been aligned with the University’s refreshed Strategic Plan 2020-2024. An outcomes framework is a resource to help us link what we do (activities) with what we want to achieve (outcomes). There is an expectation that faculties, schools, and central service units will be able to use

this document in the formulation of their own strategic and operational plans to enhance outcomes not only for Māori at the University but for the wider university as well. Mai i te Iho ki te Pae is premised on the Māori values identified in our university’s Strategic Plan to promote a community that applies a collective impact approach to deliver better outcomes. We will build on our iho, as Māori at Te Herenga Waka—Victoria University of Wellington, and extend beyond the pae.



Professor Rawinia Higgins
Deputy Vice-Chancellor (Māori)



KUPU WHAKATAKI

Introduction

The Deputy Vice-Chancellor (Māori) (DVCM) provides strategic leadership to assist the University in achieving the goals set out by its Strategic Plan (2020) as they relate to growing Māori opportunities and success. This requires leadership not only for Māori staff and students but across the whole of the University. It also necessitates addressing immediate issues as well as having a long-term focus.

The key objective of this refreshed Māori Strategic Outcomes Framework – Mai i te Iho ki te Pae (MIP) is to provide the DVCM and the wider university with a means to monitor and make progress towards the Māori dimensions of the University's Strategic Plan. Ultimately, the key outcomes sought are the integration of Māori interests as part of the day-to-day business of the University, supporting students and staff engaged in Māori advancement activities.

Drawing on the idea of the 'iho' being our core, the University's Strategic Plan 2020-2024 has included a section on our 'iho and distinctiveness'. In framing the University's core, the Strategic Plan notes that 'This iho draws off our heritage and is further defined by our tūrangawaewae—in particular Wellington, Aotearoa, and the Asia-Pacific—all of which are expressed in our position as Aotearoa New Zealand's globally ranked capital city university'. Furthermore, the Strategic Plan identifies our distinctiveness attributes as governing for the future, living and making the Wellington vibe, being Asia-Pacific globally minded, thriving through creativity, honouring Te Tiriti o Waitangi, and committing to sustainability and wellbeing'.

This refreshed MIP document is aligned with and organised around the six strategies in the Strategic Plan to ensure an organisational fit. Māori-related outcomes for each of the strategies have been outlined in this framework and are divided between the iho and the pae. 'Iho' refers to the outcomes that specifically relate to the needs and interests of Māori staff and students. 'Pae' outcomes relate to the wider university. MIP also draws on the values articulated in the Strategic Plan, namely whai mātauranga, rangatiratanga, manaakitanga, kaitiakitanga, whanaungatanga, and akoranga.

The success of Māori at Te Herenga Waka—Victoria University of Wellington requires a wider ownership of Māori issues and opportunities beyond the Office of the DVCM and the Māori staff and student community at the University. The Office of the DVCM seeks to partner with faculties and central service units to encourage better leveraging of resources and take advantage of opportunities to create better Māori outcomes that can easily be monitored. The remainder of this document outlines the key outcomes sought for Māori over the next 20 years. Each of the Māori values from the Strategic Plan has been partnered with a strategy. This is followed with an associated iho and pae outcome statement and a whakamārama (explanation).

AMBITIOUS RESEARCH FOR TRANSFORMATIVE IMPACT

Whai mātauranga—we nurture intellectual curiosity that pushes the boundaries of new knowledge and enhances the world around us.

At Te Herenga Waka—Victoria University of Wellington, whai mātauranga has been broadly defined as intellectual curiosity. This strategy focuses on creating autonomous learners, critical thinkers, and research leaders and the role the University has in producing high-quality research and providing academic career

development opportunities. In the context of MIP, it means creating avenues for research that pursue knowledge rooted in Māori epistemology. It also means creating opportunities to interface between Māori and Western research in positive and meaningful ways.

Outcomes

Iho	Whakamārama
Māori scholarship at the University is a leading contributor to Māori advancement.	Increasing the capacity and capability of Māori scholarship has direct and indirect beneficial impacts for Māori advancement. Transformational, collaborative, and multidisciplinary research complements and strengthens Māori strategic priorities such as, but not limited to, architecture and design, culture, education, economic development, governance, health and wellbeing, history, the interface between Māori and government (policy and legislation development), language and literature, media, resource management and sustainability, science, and technology. Furthermore, the University’s formal processes recognise and reward the civic engagement and cultural capital that Māori staff and students generate through their research, teaching, and learning.
Pae	
A significant increase in research at the University that engages constructively with mātauranga Māori and/or Māori communities.	Enhanced critical awareness and the opportunities to engage with excellent mātauranga Māori scholarship are second nature to all research staff at the University and not just the domain of Māori staff.



EDUCATION PREPARING STUDENTS FOR AN EXTRAORDINARY LIFE

Akoranga—we value the knowledge that both students and staff bring to the university experience and recognise that greater understanding grows out of shared learning.

At Te Herenga Waka—Victoria University of Wellington, akoranga has come to mean collective responsibility for learning. In terms of MIP, it encourages understanding about how to engage with the diverse realities and experiences of Māori students and provide safe, supportive, and inclusive learning environments. For some Māori at the University, their academic journey is more than just their course curricula but a process of discovery about their Māori identity. For others who are stronger in their Māori identity, drawing out this strength can promote positive learning outcomes. Such diverse cultural realities require holistic approaches to Māori student recruitment and engagement that foster mātauranga Māori and Māori capacity building.

Outcomes

Iho	Whakamārama
Māori are comfortable and confident in their identity and achievements at the University.	Our Māori staff and academic communities provide an environment that promotes a sense of belonging for Māori that can lead to positive educational outcomes and create resilient, capable, and confident graduates. We draw on mātauranga Māori in our comprehensive, cohesive, and Māori-led support programmes. The marae continues to be an anchoring point for akoranga Māori activity and a haven of support for the often-challenging journey of Māori learning about their identity.
Pae	
The University responds to the diverse needs of Māori to succeed as Māori.	The entire University provides conditions that are supportive for both Māori and non-Māori to engage with mātauranga Māori as part of their teaching, learning, and research programmes. All staff can demonstrate akoranga in the care of Māori students. While non-Māori staff are not expected to take leadership roles in mātauranga Māori generation, they can engage with and respect diverse Māori realities.



ENGAGEMENT THAT DEEPENS RELEVANCE, IMPACT, AND REPUTATION

Whanaungatanga—we grow meaningful and long-lasting relationships that benefit our university communities and beyond.

At Te Herenga Waka—Victoria University of Wellington, whanaungatanga has been defined as ‘collaboration and collectiveness’. For the purposes of MIP, this means actively working with Māori in meaningful

and long-lasting ways and providing the conditions for all staff and students to value and cultivate these relationships as normal, everyday practice.

Outcomes

Iho	Whakamārama
Connections between Māori staff, students, graduates, iwi, and other Māori communities are well formed, resourced, connected, mutually beneficial, and intergenerational.	Toihuarewa and Te Hauhiku provide a strong forum for Māori staff engagement with matters relating to Māori. The marae graduation acknowledges Māori student achievement in culturally appropriate ways and provides an opportunity for whānau and iwi to join in celebration. Many Māori staff enjoy strong Māori networks among government, non-government organisations, iwi, and other Māori communities. Involvement with Māori communities contributes to and supports our social, cultural, and commercial objectives while also enriching our teaching and research programmes. Promoting whanaungatanga also supports the connection between staff and the aspirations of Māori students and their respective whānau, hapū, and iwi.
Pae	
Targeted engagement opportunities to connect iwi and other Māori communities with wider university activities.	Supporting, recognising, and/or providing opportunities to connect Māori students to Māori communities as part of their civic engagement promotes whanaungatanga while also enhancing their learning outcomes. The entire university develops and nurtures long-term and mutually beneficial relationships with a range of Māori communities, including iwi and Māori alumni. This requires the University to be proactive and flexible in its approach to account for the diverse range of interests of Māori communities. Our Māori-led Taihonoa partnerships provide greater university-wide opportunities to make connections and develop mutually beneficial relationships with Māori organisations.



EQUITABLE OUTCOMES FOR ALL

Kaitiakitanga—as guardians, we have an active duty to protect and nurture those entrusted to our care.

At Te Herenga Waka—Victoria University of Wellington, our kaitiakitanga activity relates to our role in protecting and nurturing our students and staff and ensuring that ‘we respect difference and treat all fairly and with respect’. In the context of MIP, this means

actively recruiting Māori students and staff to at least parity levels, advocating for and supporting Māori students and staff at the University, and ensuring their retention and success.

Outcomes

Iho	Whakamārama
Effective, targeted Māori recruitment and retention activities are developed, resourced, and implemented. The number of Māori academic staff members has doubled.	We ‘consciously build our university in a manner reflecting the diversity of Aotearoa New Zealand’. This requires effective Māori recruitment and retention strategies that understand Māori school and community contexts, provide for a strong Māori presence in SRAO, increase Māori scholarship offerings, recognise the importance of Māori staff, and offer alternative Māori pathways into the University. Outreach in Māori communities and cultivating our network of alumni and iwi partners promotes Te Herenga Waka—Victoria University of Wellington as the preferred choice for Māori.
Pae	
The university ensures that the experience of Māori students while at this university is inclusive, place-based, and reflective of their Māori cultural values and practices.	The success of Māori students is as important as our recruitment endeavours and thus requires targeted activity. Through our ‘inclusive learning environments and development opportunities’ we ensure Māori students have an enjoyable and meaningful educational experience that readies them for the employment market, equips them to make positive contributions to Māori development, and/or encourages them on to postgraduate opportunities.

¹ In 2020, the Māori population of Aotearoa New Zealand is 16.5 percent, while our university Māori student percentage sits at 11.6 percent of domestic students and Māori staff percentage is at 5 percent.



BELONGING TO THE ASIA–PACIFIC REGION

Rangatiratanga—we lead and influence around the globe in ways that maintain our excellent reputation and connections.

At Te Herenga Waka—Victoria University of Wellington, rangatiratanga relates to the qualities of good leadership. In terms of MIP, it recognises Māori interests in all areas of intellectual inquiry and the contribution that Māori can make to enhancing the University’s influence in the Asia–Pacific region.

Outcomes

Iho	Whakamārama
Māori scholarship and scholars are recognised as providing a distinctive and essential perspective and act as agents of influence and change.	Indigenous peoples around the world look to Māori for intellectual leadership in advancing their socio-political positions. Closer to home, Māori have a strong connection to their historical past in the Asia–Pacific region. These associations share many social, linguistic, cultural, and political commonalities. Māori leadership in the Asia–Pacific area helps foster relationships among the Indigenous communities in the region. Māori scholarship with connections to Asia and the Pacific is supported, enhanced, and promoted. Support for Māori academic staff to extend their connections into the region advances their profile across a range of disciplines.
Pae	
The University promotes the application of Māori knowledge and experiences in the leadership shown by its staff within the Asia–Pacific region and beyond.	The entire university will draw on knowledge and experiences of place-based research and teaching, Treaty-based practices, and mātauranga Māori to be a leader in the capital-city global network.



TRANSFORMING THE WAY WE WORK

Manaakitanga—we are welcoming and generous and operate in ways that enhance the mana of our staff and students.

At Te Herenga Waka—Victoria University of Wellington, we understand the meaning of manaakitanga as relating to support and respect. For the purposes of MIP, this encourages us to create and foster a learning and working environment where Māori students and

staff can flourish. To achieve this requires investment in ‘our people, processes, partnerships, property, and scale’. The people and partnership dimensions have been addressed earlier in the ‘Equitable Outcomes’ and ‘Engagement’ sections.

Outcomes

Iho	Whakamārama
<p>Māori are represented in the development and delivery of all strategic policies and processes across the University.</p> <p>The Living Pā (a multi-purpose teaching, learning, research, and engagement complex) is a prominent Māori core to our leading public university.</p>	<p>The diverse needs of Māori at the university are reflected across its processes and use of resources. We give effect to the participation (whai wāhi) principle of Te Tiriti o Waitangi Statute and ensure “that there is Māori representation in key decision-making bodies and the involvement of Māori across all parts of the University” (Te Tiriti o Waitangi Statute).</p> <p>As the anchor for mātauranga Māori, the wharehenui is a key element in enhancing the Māori experience at the University but it is not enough on its own. Additional connected facilities that are culturally, environmentally, and technologically appropriate are needed to engage students and staff with mātauranga Māori. The Living Pā provides the required space for a strong mātauranga Māori and sustainability focus that strengthens our iho-distinctiveness.</p>
Pae	
<p>Māori interests are an integral part of the University’s organisation, processes and use of resources. Dedicated Māori spaces are created across all campuses.</p> <p>The University is the first choice waharoa (gateway) to higher education and employment opportunities for Māori. The presence and visibility of Māori at Te Herenga Waka—Victoria University of Wellington is increased.</p>	<p>Resources and processes are used or applied to ensure “Māori rights and interests are actively protected through honourable conduct, fair processes, robust consultation, and good decision-making” (Te Tiriti o Waitangi Statute).</p> <p>Māori students are located across the whole university and dedicated spaces for them are available at all campuses to enhance their learning experiences. A commitment from all faculties to provide space for Āwhina activities is important to ensure support is available for Māori students and can be readily accessed.</p> <p>Increasing the numbers of Māori staff and students, greater engagement with mātauranga Māori, and the incorporation of Māori aesthetics and language in the physical environment mean a more visible presence of Māori across Te Herenga Waka—Victoria University of Wellington. Our success and reputation as the university of choice for Māori requires specific and explicitly targeted Māori communications that directly speak to and convey the quality and value of our teaching, research, and public engagement to iwi and other Māori communities.</p>

AT A GLANCE

Mai i te Iho ki te Pae Māori Strategic Outcomes Framework 2020-2040

Strategic Plan	Outcome: Iho	Outcome: Pae
Ambitious research for transformative impact Whai mātauranga—we nurture intellectual curiosity that pushes the boundaries of new knowledge and enhances the world around us.	Māori scholarship at Te Herenga Waka—Victoria University of Wellington is a leading contributor to Māori advancement.	A significant increase in research at the University that engages constructively with mātauranga Māori and/or Māori communities.
Education preparing students for an extraordinary life Akoranga—we value the knowledge that both students and staff bring to the university experience and recognise that greater understanding grows out of shared learning.	Māori are comfortable and confident in their identity and achievements at the University.	The University is able to respond to the diverse needs of Māori to succeed at Te Herenga Waka—Victoria University of Wellington as Māori.
Engagement that deepens relevance, impact, and reputation Whanaungatanga—we grow meaningful and long-lasting relationships that benefit our university communities and beyond.	Connections between Māori staff, students, graduates, iwi, and other Māori communities are well formed, resourced, connected, mutually beneficial, and intergenerational.	Targeted engagement opportunities to connect iwi and other Māori communities with wider university activities.
Equitable outcomes for all Kaitiakitanga—as guardians, we have an active duty to protect and nurture those entrusted to our care.	Effective, targeted Māori recruitment and retention activities are developed, resourced, and implemented.	Te Herenga Waka—Victoria University of Wellington is the first choice waharoa (gateway) to higher education and employment opportunities for Māori.
Belonging to the Asia–Pacific region Rangatiratanga—we lead and influence around the globe in ways that maintain our excellent reputation and connections.	Māori scholarship with connections to Asia and the Pacific is supported, enhanced, and promoted.	Māori scholarship and scholars are recognised as providing a distinctive and essential perspective and act as agents of influence and change.
Transforming the way we work Manaakitanga—we are welcoming and generous and our processes, property, and scale operate in ways that enhance the mana of our staff and students.	Māori are represented in the development and delivery of all strategic policies and processes across the University. Development of the Living Pā (a multi-purpose teaching, learning, research and engagement complex) to enable the scale, quality, and profile of a leading public university with a prominent Māori core. Increase the presence and visibility of Māori at Te Herenga Waka—Victoria University of Wellington.	Māori interests are an integral part of the University's organisation, processes, and use of resources. Dedicated Māori spaces, including accommodation, are created across all campuses. Te Herenga Waka—Victoria University of Wellington is the leading university for mātauranga Māori.





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CAPITAL THINKING. GLOBALLY MINDED.