

GROWING PEARLS OF WISDOM PASIFIKA@MASSEY STRATEGY 2020



CONTENTS

Foreword – Assistant Vice-Chancellor (Māori and Pasifika) Dr Selwyn Katene	2
A word from the Director Pasifika Associate Professor Malakai Koloamatangi	3
Pasifika Excellence – The journey so far	4
Development of the Pasifika@Massey 2020 strategy	6
Pasifika@Massey 2020 Framework – The Shell	8
Vision	9
Mission Statement	9
Key Values	9
Strategic Goals	10
Strategic Goals, Actions, and Indicators	11
Strategic Goal 1: Student achievement	11
Strategic Goal 2: Research and policy	14
Strategic Goal 3: Engagement	16
Strategic Goal 4: Organisational capability	10
Strategic Goal 5: Pasifika curriculum development	20
Strategic Opportunities for Colleges	22
Developing an Implementation Plan	23
Community Implementation Model	23
Evaluation	24
APPENDICES	25
Appendix 1: The strategy development process	25
Appendix 2: Road to 2020 – Massey University and Pasifika@Massey 2020	26
Appendix 3: Pasifika@Massey Strategy – En route to Cultural Democracy 2006–2009	28

FOREWORD FROM THE ASSISTANT VICE CHANCELLOR (MĀORI AND PASIFIKA) DR SELWYN KATENE



Kia orana, ni sa bula vinak a, fakalofa lahi atu, talofa lava, taloha ni, malo e lelei, fakatalofa atu.

It is with great pleasure that I present the, "Pasifika@Massey 2020: Growing Pearls of Wisdom".

Massey University was the first University to recognise the importance of the ever-growing Pasifika communities when in 2007 a strategy was introduced, the *Pasifika@Massey Strategy: En route to Cultural Democracy*, which specifically identified the needs of the Pasifika communities and as a University, how we responded to these needs.

The new Pasifika@Massey 2020: Growing Pearls of Wisdom continues this legacy. It outlines the strategic framework to support the educational aspirations and economic needs of Pasifika communities and what this could look like. The strategy acknowledges that achieving the social and economic aspirations of Pasifika is critical to lift the participation levels of these important diverse communities.

Pasifika@Massey 2020: Growing Pearls of Wisdom provides the University with strategic direction that will better cater to the needs of Pasifika students to ensure that they enjoy success here at Massey University.

Many communities throughout the country were consulted during the development of the strategy. We would like to thank the people who attended the consultation fono and shared their opinions and ideas.

Through your feedback we can say that Massey University recognises the needs of Pasifika and are genuinely committed to meeting these needs as the defining University for Pasifika people in New Zealand aspiring to serve and lead as the engine of the new New Zealand.

The Office of the Assistant-Vice Chancellor (Māori and Pasifika) is committed to being involved with this change and making a difference for this University and for Pasifika communities across its three campuses in Albany, Wellington and Palmerston North.

Kia māia,

Dr Selwyn Katene

Assistant Vice Chancellor (Māori and Pasifika)

A WORD FROM THE DIRECTOR PASIFIKA ASSOCIATE PROFESSOR MALAKAI KOLOAMATANGI



Fakatulou atu ki a hou'eiki, fale-'a- matapule mo e ngaahi tu'unga kotoa pe 'oku fa'a fakatapua. 'Oku ou kole keu fakamalumalu atu 'i he tala-kakato 'o e fonua, ka u ta'ofi atu 'a e maea kuo fakangaloku ke tala ai hoku fatongia.

I bring you greetings in the many languages of the Moana.

Massey University has, in my opinion, surpassed itself in recognising the need for, thinking about, commissioning, consulting, creating and now launching the 'programme for achieving Pasifika excellence in tertiary education' that you now hold in your hands: the *Pasifika@Massey 2020: Growing Pearls of Wisdom*.

Having come onto the scene literally at the eleventh hour before its completion and, now, launch, the hard work, and subsequent accolades, for producing the Strategy, are not owed to me but have to be given to others. Too numerous to name here, I would like to say to all of you, both internal colleagues and external friends and family, under the overall leadership of Dr Selwyn Katene, Assistant Vice-Chancellor (Maori and Pasifika): malo le galuega lelei; faafetai tele lava — thank you for a job well done.

But having been detached somewhat from the milieu in which the Strategy was developed, I am able to offer you the following thoughts dispassionately.

Firstly, it is crucial that the idea of excellence informs all that we endeavour to accomplish. From research to student success, everything has to be underpinned by aspiring to excellence.

Secondly, you will find that there is a real alignment, and therefore maximising every chance for successful outcomes, and integration of the Strategy's goals and Massey University's *Road to 2020*, which is reflected in tabulating the intention to achieve Pasifika goals by Massey means.

Thirdly, there is a genuine desire to embed Pasifika values and ways in the Massey system. For example, Pasifika identity is celebrated and reinforced by engaging with the community as one of the 'pillars of learning'.

I would like to end by offering you an invitation to work with us for our Pacific collective and individual goals in a way that is appropriate to you and beneficial for all of us. This is derived from the notion that growing pearls of wisdom, both literally and metaphorically, depend to a great extent on providing an environment that is conducive to growth. As one poet has put it: "...ke melie lahi 'i he hone pea mahu'inga 'i he mata'itofe" — success "...should be sweeter than honey and more valuable than a pearl". In other words, to really grow pearls of wisdom, we must look beyond existing objectives.

I look forward to working with you.

pakamalar

'Ofa atu

Associate Professor Malakai Koloamatangi

Director Pasifika



GROWING PEARLS OF WISDOM: PASIFIKA@MASSEY STRATEGY 2020 PASIFIKA EXCELLENCE – THE JOURNEY SO FAR

Massey University's conscious journey towards Pasifika excellence in tertiary education began with the *Pasifika@Massey 2006–2009: En route to Cultural Democracy.* That strategy had two aims: (i) to increase gains for Pacific Peoples through teaching, research, and consultancy services at Massey University, and (ii) to assist Massey University meet its Charter obligations for Pacific Peoples and make positive contributions to Pacific communities and Pacific nations. Since its implementation, positive achievements from the previous strategy include increases in:

- Pasifika student enrolment (relative to university-wide trends), including an increase in enrolment in STEM programmes at Manawatū
- Pasifika student retention and completion rates
- Pasifika staff and enhanced staff capacity
- Pasifika researchers, research on Pasifika, and Pasifika publications
- Improved collaboration with Pasifika community in undertaking research on key issues impacting on Pasifika
- Use of Pasifika research methods and frameworks in research.

THE FOLLOWING WERE ALSO ACCOMPLISHED:

- Successful establishment of the Pasifika Directorate
- Supported development and delivery of the Certificate of Pacific Development
- Availability of Pasifika space on in each campus that provides students with academic and pastoral support



- Disaster management scholarships established for Pasifika after the 2009 tsunami in Samoa and Tonga
- Professional development available for Pasifika staff through research
- Establishment of the Pasifika Whenua Research Network and the Pasifika@Massey annual conference
- Development and submission of the proposal for setting up the Pacific Policy and Research Centre
- Increase in collaboration between Massey University and Pasifika staff, students, and community, including Orientation and Open days, community PolyFests, Pasifika Fusion
- Annual celebrations for Pasifika graduates on each campus
- Quarterly Pasifika Shared Services staff meetings
- Support for the Pasifika Students' Associations
- Establishment on each campus of a Pacific Peoples' Consultative Group
- Set up Community of Learning projects in Auckland (3) and Palmerston North (1)
- Establishment of the Massey University Samoa Alumni.

These milestones are further evidence of Massey's commitment to Pasifika excellence in tertiary education. While these achievements are to be celebrated, it is evident that more work needs to be undertaken to improve, enhance, and sustain Pasifika tertiary excellence at Massey University in the long term. For instance, significant challenges remain with regard to increasing the numbers and quality of Pasifika graduates. In addition, overall success has been hampered because projects are short-term, sporadic in nature, and at times strategically disconnected. Inconsistency in monitoring and evaluation of projects further affected their effectiveness and future opportunities for funding.

Providing an educational environment conducive for advancing Pasifika students' participation and achievement on an equal footing with other learners is a bold aspiration requiring an appropriate level of investment and organisational support. Currently Massey University has approximately 1100 Pasifika students or 3.6% of the total student population. School leavers comprise about 6% of the Pasifika student population, and approximately 56% of Pasifika students are over the age of 26. Over 50% study part-time and over 50% study via distance learning mode. The number of doctoral students is increasing (from 2 in 2001 to 20 in 2011), and approximately 20% of Pasifika students are studying at postgraduate level. Pasifika students study predominantly in programmes within Humanities and Social Sciences, and Business; however, enrolments in STEM programmes have increased and in 2012 for the first time Pasifika students enrolled at the College of Science were highest compared with other Colleges at the Manawatu campus.

Information from the 2008–2011 periods (Pasifika Directorate, 2012) confirms that while gains have been made in participation, retention, and paper completion, rates of successful course and qualification completion are still low compared with other groups, and are below the university's targeted rates. For example, in 2010 the qualification completion rate for Pasifika students was 28%. In 2011, this decreased to 24%, despite the university target for Pasifika completion being 30%, and the total university and Māori completion rates being 49% and 38%, respectively.

University study is held in high regard by the Pasifika communities, and many Pasifika students can be the 'first in their family' to attend university. Family influence combined with government policy and effective institutional support, are key drivers of successful outcomes for Pasifika students. The primary focus for achieving better educational outcomes is a coherent student-centered approach that is made available from enrolment to graduation, across the range of disciplines (e.g. science, technology, engineering and mathematics).



DEVELOPMENT OF THE PASIFIKA@MASSEY STRATEGY 2020

Since the creation/start of the Pasifika@Massey 2006–2009 strategy, the Pasifika education landscape has developed to the point where key strategic statements articulating what is important for Pasifika educational success have been established by Government in a number of strategic documents. In addition, in 2012 Massey University redefined its vision and strategy in a document entitled *Road to 2020* to reflect the dynamic environment in which it is operating. Pasifika exist in a complex environment characterised by constant social and economic changes and subject to the influences from its key stakeholders; therefore, factoring these environmental realities into the planning process is paramount. Developing the Pasifika@ Massey 2020 acknowledges the principles of the Treaty of Waitangi and recognises the pivotal partnership role of the tāngata whenua of Aotearoa. The following strategic documents were also considered in the development of the Pasifika@Massey 2020 strategy:

- Massey University Road to 2020
- Pasifika@Massey: Enroute to Cultural Democracy 2006–2009
- TEC Pasifika Framework 2013–2017
- MOE Pasifika Education Plan 2013–2017
- NZQA Pasifika Strategy 2012–2015
- Māori@Massey 2020 'Kia Mārama'.

In *Road to 2020,* Massey's vision is "To be New Zealand's defining university and a world leader in higher education and scholarship". Its mission is "To define the future of our nation and to take what is special about New Zealand to the world". Massey also prides itself on being a place that values the diversity of culture, and encourages people to "bring who they are" to the learning context. Finally, Massey aspires to serve and lead as the "Engine of the new New Zealand".

Pasifika@Massey2020 builds on the previous strategy and recognises that Pasifika people, through their presence and rapid projected population growth are integral to the future of the nation and a key component of what is special about New Zealand. Pasifika people's cultural uniqueness, values, and practices in New Zealand, as well as the relationship between New Zealand and its neighbours in the wider Pacific region, are very much part of the fabric of the New Zealand way of life. This strategy sees Pasifika people and their cultural values and practices as being strong contributors to Massey's aspiration to be "The engine of the new New Zealand".

On this basis, *Pasifika@Massey 2020* is the embodiment of one of the most fundamental Pasifika values — reciprocity — because it recognises that while the University has an important role to play in raising the academic excellence of Pasifika people, at the same time, Pasifika peoples and communities will infuse and uplift the University by injecting Pasifika passion, knowledge, methodologies, practices, and cultural values into everyday life at Massey.

This strategy charts the journey ahead for Massey, along with its Pasifika students, their families, and Pasifika communities (both in NZ and Pacific Islands), towards the vision of Massey being a centre of excellence for Pasifika tertiary education and research that is embedded and integrated in Massey. During consultation with stakeholders, the community requested of Massey to "Never leave us behind". As one parent commented, "I am truly impressed with this strategy, as a parent of six future 'Pearls of Wisdom', and look forward to actively contributing to the success of the strategic goals."

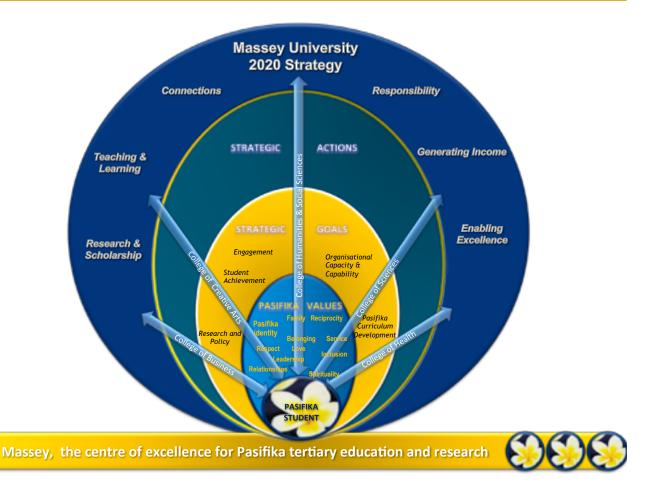
While academic excellence for Pasifika students is a key goal of the strategy, it also recognises a need for a capable organisation that is committed to engage with key partners and stakeholders, and values and delivers excellence in Pasifika research as well as a Pasifika curriculum that sets the benchmark for Pasifika research and teaching.

The successful achievement of all these goals has a strong common thread – the diverse Pasifika cultural values that bind, uplift, and characterise Pasifika people. The overall success of this strategy depends on all partners and stakeholders recognising, valuing, and practically applying Pasifika cultural values in their everyday work undertaken towards Pasifika excellence.

Leadership is also critical in ensuring the successful implementation of the Pasifika@Massey 2020. A familiar Pasifika proverb says "The pathway to leadership is through service". Leaders in this context include role models and champions (Pasifika or non-Pasifika) in different institutions and communities who are committed to the pursuit of excellence for Pasifika peoples.



PASIFIKA@MASSEY 2020 FRAMEWORK — THE SHELL



The relationships between the different components of the Pasifika@Massey 2020 are depicted in the above diagram, which presents the strategy in Pacific conceptual style as a shell. It is important to recognise that the Pasifika student – 'the precious pearl in the shell - is at the centre of this strategy. Pasifika values that emanate from the inherent beliefs and Pasifika ways of being, wrap around the student, providing a solid foundation that holds together all the subsequent layers of the shell.

The Six Strategic Goals outlined in the Road to 2020 represent the outer layer of the shell. These provide a platform for Strategic Actions (second layer), which link the Massey's Road to 2020 Goals and the five Pasifika@Massey 2020 Strategic Goals, the third layer of the shell.

From the student to the outer layers of the shell are five two-directional arrows representing the five Colleges of Massey University? Colleges play a fundamental role both in the educational achievement of Pasifika students at Massey and in contributing towards the achievement of the strategic goals in the Pasifika@Massey 2020. Other key internal service providers and external partners, stakeholders, and champions also have a responsibility to work collaboratively with the Pasifika Directorate so that Pasifika educational achievement is on a par with that of other Massey students.

VISION

Massey University will be the Centre of Excellence for enabling Pasifika success in Tertiary Education, Research, and Social and Economic Transformation.

THE KEY PARTS OF THIS VISION ARE:

Massey University – this strategy is intended to apply across the whole university, and support and inform the strategies of each of the five Colleges at Massey, and all decisions on strategic investment.

The centre of excellence for Pasifika tertiary education and research – this strategy strives for excellence in all aspects of Pasifika tertiary education and research – student success, organisational capability and expertise, meaningful engagement with key partners and stakeholders, Pasifika research, policy, and a curriculum offering that has strong academic and market appeal.

Pasifika tertiary education – this means education that recognises and embraces Pasifika values, delivered in the ways that Pasifika people learn, and includes Pasifika research, policy, and curriculum.

Social and economic transformation – this strategy represent a commitment to Pasifika people that extends beyond tertiary success, where Massey graduates, research, and programmes will contribute to the social and economic advancement of Pasifika peoples.

MISSION

The mission statement refers to Massey's commitment and intentions to implementing the strategy

Empowering Pasifika students and communities to achieve their social and economic aspirations through excellence in education, research, and leadership.

KEY VALUES

The values are the guiding principles underpinning this strategy, and they identify what is inherently important in all aspects of the strategy. They have been identified based on the views consistently expressed by Pasifika staff at Massey and other Pasifika stakeholders, and are reinforced in the Ministry of Education Pasifika Education Plan 2013–2017. The two key elements are Pasifika identity and Pasifika values.

PASIFIKA IDENTITY

It is important to recognise that Pasifika identity is multi-faceted — it is diverse and intergenerational and comes with multiple world-views. A key part of this is the recognition of the cultural diversity within Pasifika identity as reflected in the number of different ethnic communities and cultures, intergenerational diversity, and the increasing fluidity of identity through intermarriage between ethnic groups. Pasifika identity is also driven by connection and location.

PASIFIKA VALUES

These strongly held principles characterise Pasifika people and communities and are demonstrated in their customs, practices, and ways of being.

Reciprocity a relationship based on mutual exchange

Service working for the benefit of others

Respect holding others in high esteem and accepting them for who they are

Inclusion promoting a sense of belonging and embracing others

Spirituality relating to things spiritual, sacred, religious, rather than things material

Relationships establishing and valuing interactions with others

Leadership influencing and inspiring others

Family valuing unity and sharing common interests

Love showing care and concern for others.

STRATEGIC GOALS

THE FIVE STRATEGIC GOALS OF THE STRATEGY ARE:

1. STUDENT ACHIEVEMENT

To support the academic excellence of Pasifika students by creating a learning environment that is cognisant of their cultural values and practices, and where Pasifika success is a norm.

2. RESEARCH AND POLICY

To develop Pasifika research capacity, and provide research-led opportunities necessary to promote community development and achieve positive development outcomes for Pasifika.

3. ENGAGEMENT

To connect, facilitate, and sustain engagement with all key internal and external stakeholders and champions who play a role in ensuring the success of Pasifika@Massey.

4. ORGANISATIONAL CAPACITY AND CAPABILITY

To grow the capacity and strengthen the capability within Massey University to respond to the learning and development needs of Pasifika students and communities.

5. PASIFIKA CURRICULUM DEVELOPMENT

To value Pasifika knowledge, expertise, and experiences and utilise these to develop and deliver Pasifika curriculum across all Colleges and Shared Services at Massey.

Individually each of these strategic goals will make an important contribution to the achievement of the vision in the Pasifika@Massey 2020. It is acknowledged that for the vision to be successful everyone must play a part – Pasifika students, their families and communities, as well key stakeholders within Massey University and external partners. The priorities and focus areas for each goal have been identified for the next 3 years on the basis that the strategy will be evaluated during that period.

In the next section, priority strategic actions supporting each goal are presented. The six big goals of the Massey Road to 2020 are deliberately used as a guide to select strategic actions and to ensure that they contribute both to "Pasifika@Massey 2020" and to Massey's "Road to 2020".





STRATEGIC GOALS, ACTIONS AND INDICATORS STRATEGY ACTIONS THAT WILL CONTRIBUTE TO ACHIEVING THE PASIFIKA STRATEGIC GOALS

STRATEGIC GOAL 1: STUDENT ACHIEVEMENT

To support the **academic excellence** of Pasifika students by creating a learning environment that is **cognisant of their cultural values and practices**, and **where Pasifika success is a norm**.

PRIORITIES 2013–2015:

- Establish and support Pasifika student learning needs and styles
- Build staff capacity to support Pasifika students' learning needs and styles
- Celebrate Pasifika values and success in achieving academic excellence

These will be achieved through the implementation of the following strategic actions:

RESEARCH AND SCHOLARSHIP

- 1. Facilitate and enable research projects on the learning needs of Pasifika students and staff.
- 2. Create opportunities for Pasifika students to contribute to Pasifika research.
- 3. Create scholarship awards for Pasifika students' academic excellence.

TEACHING AND LEARNING

- 1. Develop academic pathways into and through tertiary education to optimise the potential of Pasifika students.
- 2. Develop and implement strategy for enhancing the success of Pasifika distance learners.
- 3. Develop and implement an enabling framework which enhances Pasifika students' success.
- 4. Engage with Pasifika learners using approaches and pedagogies that recognise their learning styles and cultural values and practices.

CONNECTIONS

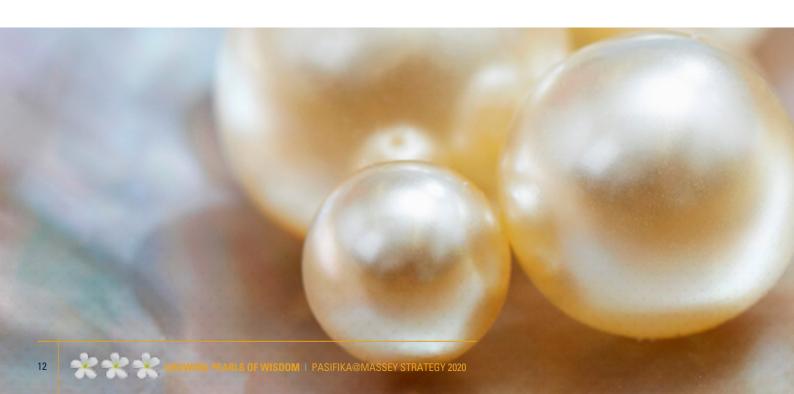
- Engage with partners and stakeholders who are crucial to Pasifika students' achievement, including secondary schools, Pasifika families and communities, churches, providers, other institutions, and industries.
- 2. Increase the visibility of Pasifika@Massey through participation in events.
- 3. Engage Pasifika students who are high achievers at Massey as role models for Pasifika success.
- 4. Establish and strengthen engagements and collaboration with Colleges and services at Massey to enhance student success.

RESPONSIBILITY

- 1. Increase Pasifika enrolments in strategically important qualifications.
- 2. Create opportunities for Pasifika students and graduates to apply Pasifika innovative practices to Pasifika social, economic, cultural, and environmental issues.
- 3. Develop a framework to identify at-risk students and implement effective interventions.
- 4. Support the development of leadership capacity of Pasifika students.

GENERATING INCOME

1. Market Pasifika academic excellence.



ENABLING EXCELLENCE

- 1. Enable access to study for Pasifika students through mentoring pathways and pastoral care (which includes physical, mental, spiritual and social aspects.
- 2. Celebrate and value Pasifika values and success at Massey University.
- 3. Support Pasifika students' success by providing quality academic support programmes.
- 4. Create a space on every campus, which supports Pasifika success, and where being Pasifika is the norm.
- 5. Promote access to and use of e-learning and other blended learning methods for Pasifika Learners.
- 6. Provide unique learning experiences and qualifications that enable Pasifika graduates access to gainful employment.

INDICATORS

ACHIEVING ACADEMIC EXCELLENCE

- Recruitment, retention and completion rates
- Paper passes rates
- Grades
- · Qualifications gained
- Time taken
- Extent and nature of Pasifika research undertaken.

VALUING PASIFIKA CULTURE

- Student satisfaction with the learning environment
- Increase in Pasifika participation, and qualification completion
- Pasifika space (fale).

PASIFIKA SUCCESS IS NORMAL

- Skills developed in readiness for employment
- Successful employment of Pasifika graduates
- Partner and stakeholder satisfaction with Massey University relationship.





STRATEGIC GOAL 2: RESEARCH AND POLICY

To develop Pasifika research capacity, and provide research-led opportunities necessary to promote community development and achieve positive development outcomes for Pasifika.

PRIORITIES 2013 – 2015:

- Establish the Pasifika Research and Policy Centre
- Promote Pasifika research projects and practices
- Embed throughout Massey areas of Pasifika research as a means of building Pasifika research.

These will be achieved through the implementation of the following strategic actions:

RESEARCH AND SCHOLARSHIP

- Establish and support the Pasifika Research and Policy Centre as the research knowledge hub for Massey University.
- 2. Facilitate access to scholarships for Pasifika researchers.
- 3. Provide quality support enabling Pasifika researchers to contribute to scholarship.
- 4. Enable non-Pasifika researchers to undertake Pasifika research.
- 5. Increase scholarships offered in the Pacific region.

TEACHING AND LEARNING

- 1. Increase participation of Pasifika staff, students, and communities in research, and publication.
- 2. Use research to inform Pasifika pedagogical practices in the teaching and learning of Pasifika students.



CONNECTIONS

- 1. Engage Pasifika and non-Pasifika community at Massey to engender understanding of the characteristics of Pasifika research practices and methodologies.
- 2. Engage national and international research bodies to promote Pasifika research, and methodologies.
- 3. Promote the work of the Pasifika Research and Policy Centre as an area of specialisation.

RESPONSIBILITY

- 1. Undertake quality research cognisant of Pasifika research values and practices.
- 2. Contributes to the understanding of Pasifika social, economic, cultural, and environmental issues, and addresses issues affecting Pasifika communities.
- 3. Facilitate secondment of expertise to enable Massey to be the centre of excellence for Pasifika research and policy.
- 4. Build capacity of Pasifika research for Pasifika and non-Pasifika staff.

GENERATING INCOME

- 1. Leverage external opportunities for funding Pasifika research.
- 2. Engage in joint ventures with key partners.
- 3. Profile Massey's specialisation in Pasifika research.
- 4. Engage high profile and lead researchers.

ENABLING EXCELLENCE

- 1. Facilitate access for students, staff and communities to professional development opportunities needed to undertake quality research.
- 2. Enable the publications of Pasifika research.
- 3. Utilise Pasifika research expertise within Massey.
- 4. Establish a Pasifika Research Advisory Group.
- 5. Develop Pasifika Research Guidelines to benchmark and set standards for Pasifika research.

INDICATORS

PROMOTE PASIFIKA RESEARCH PROJECTS AND PRACTICES

- Establishment of a Pasifika Research and Policy Centre
- Public awareness of the work of the Centre
- Investment in Pasifika Research
- Scholarships offered for Pasifika research
- Number of Pasifika students contributing to scholarship
- Capacity in undertaking Pasifika research
- Research conducted on issues of importance to Pasifika communities
- Profile of and utilisation of Pasifika research expertise
- Local and regional capacity in social, economic, and political issues affecting Pasifika
- Strengthen Pasifika agencies and institutions through increased use of research in policy and decision making
- Development of long-lasting inter-institutional networks and collaborations.





STRATEGIC GOAL 3: ENGAGEMENT

To connect, facilitate, and sustain engagement with all key internal and external stakeholders and champions who play a role in ensuring the success of the Pasifika@Massey 2020.

PRIORITIES 2013 – 2015:

- · Identify key partners, stakeholders and champions for Pasifika success and plan for engagement
- Conduct regular, meaningful engagement that informs and supports strategic actions
- Measure partner and stakeholder satisfaction with engagement.

These will be achieved through the implementation of the following strategic actions:

RESEARCH AND SCHOLARSHIP

- 1. Engage with Pasifika researchers and funders of research and develop a Pasifika research programme.
- 2. Engage with potential donors and sponsors to explore funding opportunities.

TEACHING AND LEARNING

- 1. Facilitate engagements between Pasifika students, families, communities, and Massey staff on Pasifika students' learning needs.
- 2. Support the implementation of Communities of Learning (CoL) Projects.
- 3. Develop a strong on line presence for delivering support and information for Pasifika students and communities.
- 4. Develop and implement strategies for improving the engagement of Pasifika students with services at Massey.



CONNECTIONS

- 1. Facilitate regular engagement between Colleges and Pasifika students, families and communities on their curriculum and teaching practices.
- 2. Facilitate connections between Pasifika graduates and their communities including graduation celebrations and Pasifika festivals.
- 3. Facilitate engagement with key sector organisations.
- 4. Facilitate effective engagement betw een Massey and Pasifika Communities through the Pasifika Peoples' Advisory Group.
- 5. Establish Pasifika alumni bodies in Pacific Islands.
- 6. Increase Massey's engagements with Pacific Island Nations.

RESPONSIBILITY

1. Facilitate engagement with central government, Pacific regional organisations, and international agencies that impact on Pasifika learners in Aotearoa and Pacific nations.

GENERATING INCOME

1. Facilitate engagement and partnership with industry and agencies that contribute to an increase in the numbers and quality of Pasifika learners in Aotearoa and Pacific Nations.

ENABLING EXCELLENCE

- 1. Engage with Pasifika staff to identify and enabling and successful working environment, and to inform human resource policy at Massey.
- 2. Support the development of Pasifika students' leadership capacity to increase engagement with key stakeholders.
- 3. Facilitate and support engagements of Pasifika students and communities with immigrant communities.

INDICATORS

CONNECT, ENGAGE AND FACILITATE ENGAGEMENT WITH:

- Partner and stakeholder satisfaction with level and nature of engagement with Massey University
- Extent of successful strategic outcomes from engagement
- Community's awareness, knowledge and perception of Massey University
- Strategic relationships formed and maintained with stakeholders
- Student enrolments
- · Community events participated
- Number of CoL projects implemented.



STRATEGIC GOAL 4: ORGANISATIONAL CAPACITY AND CAPABILITY

To grow and strengthen the capability within Massey University to respond to the learning and development needs of Pasifika students and communities.

PRIORITIES 2013 – 2015:

- Building Pasifika staff capability
- Promoting awareness of Pasifika@ Massey across the University
- Building an understanding of Pasifika across the University
- Developing capability for all staff across the University

These will be achieved through the implementation of the following strategic actions:

RESEARCH AND SCHOLARSHIP

- 1. Build research capacity of Pasifika staff.
- 2. Facilitate and enable research projects on the organisation's capability to deliver to the learning needs of Pasifika students and staff.

TEACHING AND LEARNING

- 1. Provide learning opportunities for Massey staff on core competencies for engaging effectively with Pasifika employees and communities.
- 2. Provide professional development programmes for all staff empowering them to respond to the learning needs of Pasifika students.



CONNECTIONS

- 1. Engage with Pasifika students, families, and communities to understand the learning needs of Pasifika students.
- 2. Utilise advice gained from engagement with Pasifika students, families and communities to guide further development of Pasifika@Massey strategy and College-specific strategies.

RESPONSIBILITY

- 1. Foster a culture where systems and staff ensure Pasifika students' educational achievement.
- 2. Create and support career pathways for Pasifika staff.
- 3. Develop policy to enable Massey to be the Centre of Excellence for Pasifika tertiary education.

GENERATING INCOME

1. Develop Massey's reputation as an employer of choice attracting academic expertise to enhance Massey's specialisation in Pasifika.

ENABLING EXCELLENCE

- 1. Develop and promote Pasifika academic practices.
- 2. Support the recruitment and retention of Pasifika expertise within Massey University.
- 3. Build capacity of all staff at all levels.
- 4. Identify and engage champions that model an organisational culture that is responsive to the needs of Pasifika Learners.

INDICATORS

GROW AND STRENGTHEN THE CAPABILITY WITHIN MASSEY UNIVERSITY

- Staff satisfaction with Pasifika focused professional development programmes
- Promotion of Pasifika academic practice
- Policy for recruitment, retention, and professional development of Pasifika expertise within Massey University
- Celebration of Pasifika academic expertise at Massey University
- Staff competencies in working with Pasifika students and communities
- Engagement actions completed, and results used to inform capability development.



STRATEGIC GOAL 5: PASIFIKA CURRICULUM DEVELOPMENT

To develop Pasifika curriculum across all Colleges, which values Pasifika knowledge, expertise and experiences as an integral part of Massey curriculum development and is recognised as an area of specialisation for Massey.

PRIORITIES 2013 – 2015:

- Research, develop and design a platform to underpin Massey-wide Pasifika curriculum
- Implement Pasifika curriculum
- Promote Pasifika curriculum as an area of specialisation for Massey.

These will be achieved through the implementation of the following strategic actions.

RESEARCH AND SCHOLARSHIP

- 1. Undertake research on Pasifika courses, subjects and qualifications.
- 2. Use research to inform the development and design of a platform on which Pasifika curriculum can be based.

TEACHING AND LEARNING

- 1. Facilitate consultations with the colleges and key stakeholders on the feasibility of developing Pasifika papers, courses, and qualifications.
- 2. Implement a Massey wide Pasifika curriculum.
- 3. Utilise Pasifika pedagogies to enhance teaching and students' learning.
- 4. Provide professional development for staff on Pasifika pedagogies and the Pasifika curriculum framework.

CONNECTIONS

- 1. Convene a Massey wide Pasifika curriculum development group, utilising Pasifika academic and research expertise.
- 2. Engage with national and international sources to further enrich the development and design process.
- 3. Promote the Pasifika curriculum as an area of specialisation for Massey University.

RESPONSIBILITY

- 1. Develop a Pasifika curriculum that is cognisant of key social, economic, and cultural issues for Pasifika communities as potential subject areas.
- 2. Facilitate secondment of expertise to assist curriculum development.

GENERATING INCOME

- 1. Market Massey's Pasifika curriculum packages.
- 2. Increase enrolments in Pasifika papers.

ENABLING EXCELLENCE

- Promote Pasifika staff and student experiences as a means of informing Pasifika curriculum development
- 2. Identify leaders to champion the Pasifika curriculum.

INDICATORS

VALUES PASIFIKA KNOWLEDGE, EXPERTISE AND EXPERIENCES

- Pasifika Curriculum platform developed and implemented
- · Pasifika staff, students and communities' expertise utilised in the development of Pasifika curriculum
- Staff expertise in Pasifika curriculum and content.

INTEGRAL PART OF MASSEY CURRICULUM DEVELOPMENT

 Pasifika curriculum part of Massey's curriculum development and reflected in all Colleges and qualifications.

PASIFIKA CURRICULUM RECOGNISED AS BEING AN AREA OF SPECIALISATION FOR MASSEY UNIVERSITY

 Partner and stakeholder surveys show high level of recognition of Pasifika curriculum as an area of specialisation for Massey University.

STRATEGIC OPPORTUNITIES FOR COLLEGES

In the process of developing the strategy, discussions were held with each College to identify how the strategy might support and enhance their own objectives as well as their contribution to Pasifika excellence. A number of strategic opportunities were identified, and are presented here as examples to help guide Colleges in their development of their response to this strategy.

HUMANITIES & SOCIAL SCIENCES

Establish a Pasifika-led Pasifika Research & Policy Centre.

SCIENCES

Establish an Account Manager to assist the College with achievement of Pasifika outcomes and accountabilities.

CREATIVE ARTS

Continue the development of its Pasifika Success plan, and develop further connections with Pasifika creative arts practitioners and educators.

BUSINESS

Establish link with Pacific business community. In addition, an opportunity to connect with IRD on their Pasifika strategy for internships in Takapuna/Manukau, Palmerston North, and Wellington, while at operations supporting students directly in the community with:

- Tax advice from personal tax refunds to business start up
- Managing their student loan (repayments)
- · Connection to Working for Families and Child Support

HEALTH

Build the Pasifika capacity within SHORE/ Whariki².



DEVELOPING AN IMPLEMENTATION PLAN

Following the launch of this strategic document, the next key step is the development of an overall Implementation Plan that clearly sets out responsibilities, key tasks, roles, and resources required including measures of success. The priority focus areas for the 2013–2016 period are identified in the strategic goals, actions, and indicators part of this plan. It is important that all partners and stakeholders play a role in the development of the Implementation Plan, and that this development is facilitated in a manner that will optimise individual, College, and Massey-wide input. This is also important in promoting trust and buy-in from different stakeholders.

The following are identified as being key features for a successful Implementation Plan:

- Development of plans for implementation by each College, with assistance and facilitation from the Pasifika Directorate to ensure there is co-ordination of Massey-wide initiatives
- Establishment of a Governance Group to support and drive implementation, including champions for the strategy at senior management level, from the community, and the Pasifika Directorate
- Development of an associated Communication Plan
- Allocation of required resources to implement priority programmes.

COMMUNITY IMPLEMENTATION MODEL

A community implementation model was put forward from the community consultation highlighting the essence of ensuring that community engagement is intrinsic in all activities of the University starting from recruitment through to completion and students' pathways into the workforce. The involvement of families and communities is crucial in enabling their input and participation into decision making on programmes and initiatives that will impact on their lives and communities. It will also ensure that Pasifika values are acknowledged and reflected in all aspects of the University's modus operandi. The following community framework should therefore be used when engaging and working with Pasifika students and communities.







EVALUATION

Evaluation is a tool used to measure organisational performance ensuring accountability and to bring about improvements required to achieve the organisation's goals. It is critical that the extent to which the vision; mission, strategic goals and actions in the Pasifika@Massey 2020 are evaluated and this will enable the Pasifika Directorate and key stakeholders to assess their contribution to the relevant goals in the Pasifika@ Massey 2020 strategy and also gauge the extent to which the key values identified have been practised. Monitoring and evaluation will be carried out on an on-going basis through meetings with key stakeholder groups, briefing reports, staff appraisals, and stakeholder feedback including annual reviews of the goals and indicators of the strategy.

This information will provide the Pasifika Directorate and the Office of Māori and Pasifika AVC with a stocktaking opportunity for evaluating performance, as well information, which can be used as a basis for initiating corrective action. While the responsibility for monitoring the performance of the Pasifika@Massey 2020 rests with the Pasifika Director and management, Colleges and Pasifika champions located in different organisations are also expected to contribute to this process through active advocacy and awareness of the Strategy and to report on the progress of their specific strategies and actions that contribute to Pasifika success. A summative evaluation will be undertaken at the end of 2016 that will culminate in a formal review of the Pasifika@Massey 2020 strategy.



APPENDICES

APPENDIX 1: THE STRATEGY DEVELOPMENT PROCESS

This section explains the information considered in order to develop the strategy, including the process undertaken. The steps in this process are:

- 1. Identify the key platforms on which this strategy should be based, as these provide the strategic rationale and context that underpins the content of the strategy. These platforms are described in Sections 1–6 below, and their specific impact on this strategy is identified. This helped define the vision, outcomes, indicators, and specific strategies.
- 2. Identify the values that underpin the strategy, as these reflect the principles that have been applied in determining what is strategically important for this strategy.
- 3. Incorporate feedback received from Pasifika staff at Massey, and the different Colleges on "what they would like to see in the strategy", including the strategic actions in this strategy, to ensure all actions are relevant and linked to the wider strategic context. This is explained further in Section 7.

The next step in the process was to seek feedback on this strategy document from key stakeholders, including staff, Colleges and the External Review Team. A set of questions were developed to guide the feedback process.

Following this, a face-to-face feedback session was held with the Massey Pasifika Staff Network, and further refinement of the vision, strategic goals, and values was undertaken. A Massey-wide video conference was then held to enable other staff to have input to this strategy document. A focus group video conference was also convened to provide an opportunity for wider community feedback.

The final steps were to:

- Revise this strategy document to incorporate feedback received
- Reformat the content to ensure it strongly reflected the essence of the vision of Pasifika excellence and the values, including Pasifika cultural concepts
- Launch the strategy.

STAKEHOLDER INPUT

During the process of developing this strategy document, input has been provided by Pasifika staff, College representatives, and other staff across all campuses on views of the strategies and actions for attaining successful Pasifika achievement. While this input was provided purely based on the priorities of each stakeholder, it has been considered and incorporated into this document where there is a strong strategic fit to the vision and outcomes.

Key Themes from the feedback were framed around:

- Retaining Pasifika uniqueness, cultural diversity and practices
- Student achievement and support
- Professional development for staff
- Community engagement a key driver from Early Childhood through to tertiary level
- Pasifika capacity and capability of the Pasifika Research & Policy Centre
- Leadership being critical to successful implementation
- · Acknowledging the time constraints for the development of this strategy.

APPENDIX 2: ROAD TO 2020 — MASSEY UNIVERSITY AND PASIFIKA@MASSEY 2020

"Since 2009, Massey has been driven by an ambitious strategy (*Road to 2020*) to inspire change in New Zealand and take what is special about our country to the world." This 2012 update of *Road to 2020* provides the foundation, context, and parameters for the *Pasifika@Massey* strategy. The key components of *Road to 2020* are described below.

MASSEY UNIVERSITY: THE ROAD TO 2020

VISION TO BE NEW ZEALAND'S DEFINING UNIVERSITY AND A WORLD LEADER IN HIGHER EDUCATION AND SCHOLARSHIP

MISSION TO DEFINE THE FUTURE OF OUR NATION AND TO TAKE WHAT IS SPECIAL ABOUT NEW ZEALAND TO THE WORLD



IMPACT ON PASIFIKA@MASSEY

As a starting point for this strategy, the key components of *Road to 2020* have been considered in terms of the context they provide for Pasifika@Massey. The result has been the development of a vision for this strategy, values, and a re-expression of the Six Big Goals to identify their significance for Pasifika.

VISION FOR PASIFIKA@MASSEY 2020

MASSEY UNIVERSITY WILL BE THE CENTRE OF EXCELLENCE FOR ENABLING PASIFIKA SUCCESS IN EDUCATION, RESEARCH, AND SOCIAL AND ECONOMIC TRANSFORMATION

MISSION STATEMENT

EMPOWERING PASIFIKA STUDENTS AND COMMUNITIES TO ACHIEVE THEIR SOCIAL AND ECONOMIC ASPIRATIONS
THROUGH EXCELLENCE IN EDUCATION, RESEARCH, AND LEADERSHIP

VALUES

PASIFIKA IDENTITY, RECIPROCITY, SERVICE, RESPECT, INCLUSION, SPIRITUALITY, RELATIONSHIPS, LEADERSHIPS, FAMILY AND LOVE



Promote
the highest
standards
of Pasifika
Research and
Scholarship
and be a
World leaders
in Pasifika
research
as one of
Massey's
areas of
specialisation

Ensure an exceptional and distinctive teaching and learning experience at Massey for Pasifika students, which will influence the wider student population

Strengthen our connections with key partners, stakeholders and champions to gain mutually beneficial outcomes in respect of successful Pasifika achievement

Enhance our reputation as New Zealand's defining University by contributing to understanding of, and innovative responses to, Pasifika social, economic, cultural, and environmental issues.

Identify ways
to enable the
university to
increase its
investment
in successful
Pasifika
achievement
and to enable
an economic
return from
Pasifika
achievement.

Provide the best working and learning environment for our Pasifika staff and Pasifika students.

APPENDIX 3: PASIFIKA@MASSEY STRATEGY — EN ROUTE TO CULTURAL DEMOCRACY 2006—2009

Massey's most recent Pasifika strategic statement was *Pasifika@Massey*. En route to Cultural Democracy 2006–2009. The **primary aim** of *Pasifika@Massey* was to increase gains for Pacific Peoples through teaching, research, and consultancy services at Massey University. Secondary aims were to assist Massey University meet its Charter obligations for Pacific Peoples and to make a positive contribution to Pacific communities and Pacific nations. These aims recognised Massey University as a strategic University in the wider Pacific region, committed to the advancement of Pacific Peoples whether in New Zealand or in Island states.

In order to advance the aims, five strategic goals were identified:

- Goal 1 Academic advancement
- Goal 2 Professional development
- Goal 3 Research capability
- Goal 4 Cultural diversity
- Goal 5 Collaborative partnerships.

GOAL 1: ACADEMIC ADVANCEMENT

Five specific areas were identified where academic gains could be made. The following were achieved:

- An increase in student enrolment relative to University-wide trends
- A slight increase in retention and completion, though a significant amount of work was required to achieve this
- A decline in post-graduate enrolments
- Offering of the Certificate of Pacific Development papers with Pasifika contents
- An increase in enrolment in Science students at Manawatu
- Establishment of a database to analyse, support, and monitor students' progress
- Offering of Pasifika space in each of the three campuses
- Availability of academic and pastoral support
- Establishment of Disaster Management scholarships for Pasifika.

GOAL 2: PROFESSIONAL DEVELOPMENT

Six key aspects of professional development achieved:

- An increase in the number of Pasifika staff
- Enhanced staff capacity via supernumerary scheme
- Professional development available through research
- · Capacity building for staff
- · Pasifika Whenua Research Network established
- Pasifika Shared Service Meetings
- However, there was a breakdown in linking Pasifika career priorities to academic programmes and maintaining strong links with industry to enable a better fit between workplace realities and educational delivery for students.

GOAL 3: RESEARCH CAPABILITY

Building greater Pacific participation in research achieved:

- An increase in the number of researchers, research and publications
- Increasing use by Pasifika researchers of Pasifika research methods and frameworks
- Increasing collaboration with community in doing research on key issues impacting on Pacific people
- At least one research project was established per year
- The establishment of a Pasifika Centre for Social and Economic Policy is in progress
- Yet to be completed is a draft guideline for Pacific research at Massey and the establishment of a Pacific Research Advisory Group.

GOAL 4: CULTURAL DIVERSITY

As part of the wider Massey University ethos, the diverse cultures of the Pacific were evident in:

- Interaction of the University with Pasifika students and communities in a culturally appropriate manner at orientation days, staff and community open days
- Organisation of the annual Pasifika graduations on each of campuses in Albany, Manawatu and Wellington
- Support for the Pasifika Students Association
- Cultural programmes.

GOAL 5: COLLABORATIVE PARTNERSHIPS

Massey recognises the value of establishing wider relationships especially:

- Community engagements and participation in PolyFests, Pasifika Fusion
- Communities of Learning in Auckland and Palmerston North
- Pasifika Centre for Social and Economic Policy
- Establishment of Pacific Peoples' Consultancy Group on each campus
- MOU² with Pacific institutions and government ministries
- Establishment of Pasifika Alumni
- Disaster Research & Emergency Management.

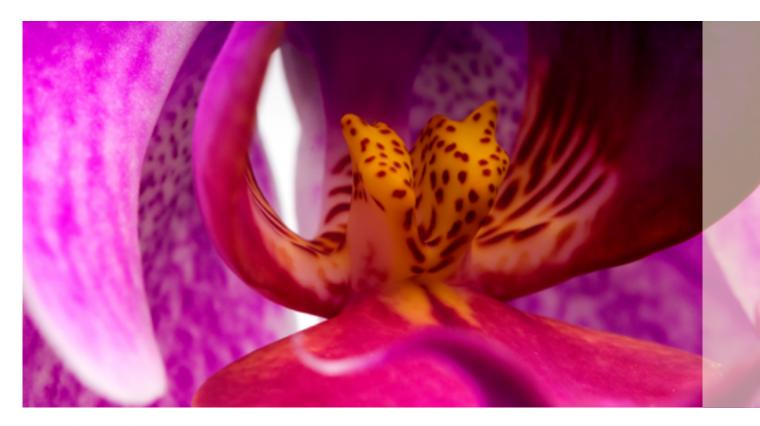


² Memorandum of Understanding.



The five strategic goals from this previous strategy remain relevant today and can be strongly aligned both with the Massey goals and with the desired strategy outcomes. The progress to date in terms of Pasifika achievement provides some guidance for the advance of strategic actions, and emphasises the importance of the robust, strategic rationale and connection of these actions







© OFFICE OF THE ASSISTANT VICE-CHANCELLOR (MĀORI AND PASIFIKA) DIRECTORATE PASIFIKA, MASSEY UNIVERSITY, 2013

Published in June 2013 by the
Office of the Assistant Vice-Chancellor (Māori and Pasifika)
Massey University
Private Bag 102904
North Shore
Auckland 0745
New Zealand

