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Vice-Chancellor (Māori and Pasifika), Massey University,
Private Bag 11-222, Palmerston North 4442, New Zealand

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GROWING PEARLS OF W PE

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FOREWORD FROM THE ASSISTANT VICE CHANCELLOR (MĀORI AND PASIFIKA)

DR SELWYN KATENE



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

, which specifically identified the needs of the Pasifika communities and as a University, how we responded to these needs.

The new

- continues this legacy. It outlines the strategic

framework to support the educational aspirations and economic needs of our Pasifika communities.

PASIFIKA EXCELLENCE – THE JOURNEY SO FAR

Massey University's conscious journey towards Pasifika excellence in tertiary education began with the €, f „ 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.

- D

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 • • 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 developed in the development of the Pasifika@Massey 2020 strategy:

In • • ... 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".

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, 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 † ‡ • • ^ • • %o,, As one parent commented, † Š • • • ... † • • -... • • • ^ • • • „%o

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 † Œ • • • • • %o,, 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 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

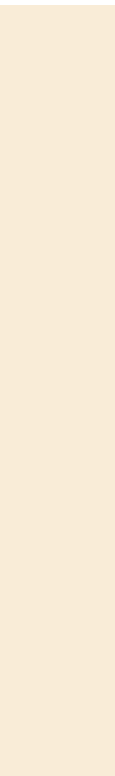
To connect, facilitate, and sustain engagement with all key internal and external stakeholders and champions who play a role in ensuring the success of Pasifika@Massey.

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.



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

STRATEGIC GOAL 1: STUDENT ACHIEVEMENT

To support the achievement of Pasifika students by creating a learning environment that is

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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.

A

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 in mentoring and community-based research and learning
-

1. Engage Pasifika and non-Pasifika community at Massey to engender understanding of the

STRATEGIC GOAL 3: ENGAGEMENT

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 between 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.

B

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

A

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.

AB

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.

A

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 ABILITY

To build the capacity and ability of staff to respond to the learning and development needs of Pasifika students and communities.

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:

A A A

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.

A A A

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.

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

STRATEGIC GOAL 5: PASIFIKA CURRICULUM DEVELOPMENT

To develop Pasifika curriculum across all Colleges, which is recognised as an area of specialisation for Massey.

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.

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

A A A

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.

B

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.

B

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.

A

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

AB

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

A

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.

A & A

Establish a Pasifika-led Pasifika Research & Policy Centre.

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

A 12 2

College with a Pasifika-led Pasifika Research & Policy Centre to assist the College with achievement of Pasifika outcomes and accountabilities.

College with a Pasifika-led Pasifika Research & Policy Centre to assist the College with achievement of Pasifika outcomes and accountabilities.

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

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 (• •) to inspire change in New Zealand and take what is special about our country to the world.” This 2012 update of • • provides the foundation, context, and parameters for the strategy. The key components of • • are described below.

MASSEY UNIVERSITY: THE ROAD



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

Massey's most recent Pasifika strategic statement was : E

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• The e Y

IMPACT ON PASIFIKA@MASSEY

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

PASIFIKA@MASSEY

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Massey University
Private Bag 102904
North Shore
Auckland 0745
New Zealand

