

TE KUNENGA KI PŪREHUROA | MASSEY UNIVERSITY

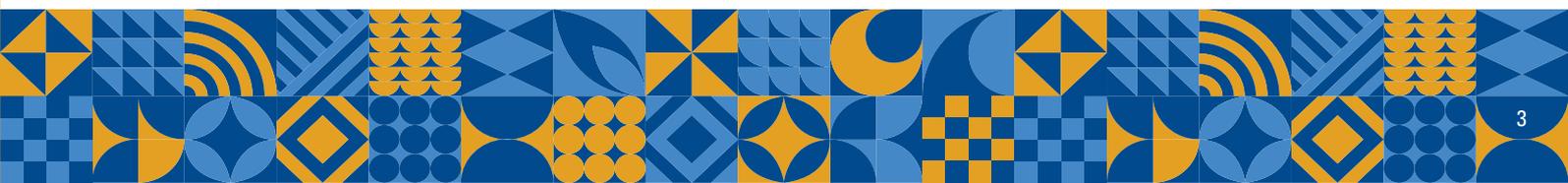
WEAVING WISDOM INTO A RESILIENT FUTURE

2024-2027
PACIFIC PLAN



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PREFACE

Located in Te Moana-nui-a-Kiwa, Te Kunenga ki Pūrehuroa Massey University has a distinctive position and relationship with Pacific peoples in Aotearoa New Zealand, across all Pacific Island countries and territories, and globally.

The Massey University Strategy (2022-2027) is shaped by four strategic pou or pillars:

1. **Te Pou Rangahau – Research**
2. **Te Pou Ako – Learning and Teaching**
3. **Te Pou Tangata – People**
4. **Te Pou Hono – Connection**

These collectively set the strategic priorities for Pacific Massey. Accordingly, Pacific Massey¹ has committed its strategic mission and vision to implement the four pou from a Pacific lens, particularly as the four pou are interwoven by four cross-cutting themes or attributes, namely:

1. **Sustainability and Climate Action**
2. **Entrepreneurship**
3. **Civic Leadership**
4. **Global Engagement**

These four attributes resonate strongly with the Pacific peoples. As an exemplar for the 'new normal' university of the future, Te Kunenga Ki Pūrehuroa Massey University's particular blend of attributes, expertise, and characteristics such as flexible lifelong learning and high-quality research-intensive education, grounded on our commitments to Te Tiriti o Waitangi, Te Kunenga Ki Pūrehuroa Massey University represents the model of a new Aotearoa New Zealand university – a university for the 21st century.

Pacific peoples aspire to strengthen partnership with tangata whenua and uphold practices that reflect Te Tiriti o Waitangi. We acknowledge, respect, and seek opportunities to strengthen relationships and collaboration based on common values and special relationships between te tangata whenua and Te Moana-nui-a-Kiwa. The whanaungatanga that existed pre-Tiriti is still a distinct interrelation between te tangata whenua and Te Moana-nui-a-Kiwa.

¹ Pacific Massey refers to the people working together at Te Kunenga ki Pūrehuroa Massey University to lift the educational performance of our Pacific students and meet their aspirations. In a coordinated effort, all the colleges and service units will weave together with the Pacific Students' Success office staff to enhance Pacific students' success and advance our research capability.

**WHAKAPŪMAUTANGA ME MAHI
ĀHUARANGI**
SUSTAINABILITY & CLIMATE ACTION

RAKAHINONGA
ENTREPRENEURSHIP

TE POU RANGAHAU
RESEARCH

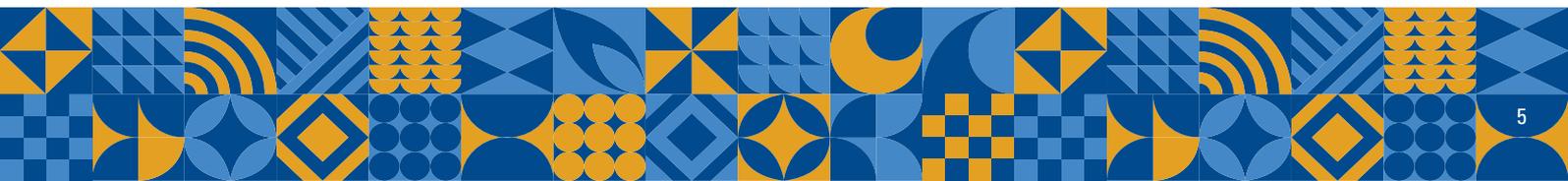
TE POU AKO
LEARNING AND TEACHING

TE POU TANGATA
PEOPLE

TE POU HONO
CONNECTION

TĀTAKITŪMATANUI
CIVIC LEADERSHIP

WHAKAANGA Ā-AO
GLOBAL ENGAGEMENT



A PACIFIC METAPHOR FOR EDUCATION SUPPORT SERVICE

In supporting our Pacific students, Te Kunenga ki Pūrehuroa Massey University will take a collective approach to weave our skills and knowledge into their experiences. We seek to increase their success so they are prepared to serve themselves, their communities, and their future more ably.

Papata pē ka na 'e lalanga

It may be coarse in texture,
but it was woven well.

- A Tongan proverb

A “fala” (mat) may feel rough to the touch “papata,” but it has been woven with passion and dedication and intended to last long. The outward appearance, the coarse texture or “papata,” of the student is not as important as ensuring they are “well woven.” Weaving is a communal Pacific affair in which a group of people with common purposes uses plant fibres to create practical and valued cultural products. However, a woven product is much more than its intended practical and cultural use; it also shows the skill and vision of the weaver. Further, the weaving patterns speak of identity and connection among people. Weaving in essence is bringing individual strands into one, and with a skilled weaver, these different parts work in harmony; the ultimate objective of producing such a product. In the Pacific people’s life cycle, weaving and woven items are important parts of people’s physical, social, cultural, and spiritual worlds. Woven items in traditional and customary practices reflect mana, humility, reciprocity and respect, all fundamental values common among Pacific peoples and cultures.

Before weaving can begin, the critical activities of growing and nurturing the plants, then harvesting and processing the raw materials must be completed. Once the weaving materials are ready, the process of value improvement, the weaving, can start. The possibilities are almost endless, but that depends on the weaver’s skill, knowledge, and vision. Weaving is the process of transforming a mere plant fibre into a useful and valuable product, much like transforming students through learning and teaching into well-rounded, well-equipped and highly-valued (‘well-woven²’) Pacific graduates. Like well-woven items, well-woven graduates can ‘contribute and transform Aotearoa New Zealand and the world with scholarship, knowledge, critical and creative thinking skills, innovation, research, and leadership’ (Massey University Strategy 2022-2027). Importantly, well-woven Pacific graduates will not only contribute, but they will also serve with purpose and resilience.

² Well-woven has a dual meaning, it refers to a holistic outcome as well as ‘resilient’ in character.

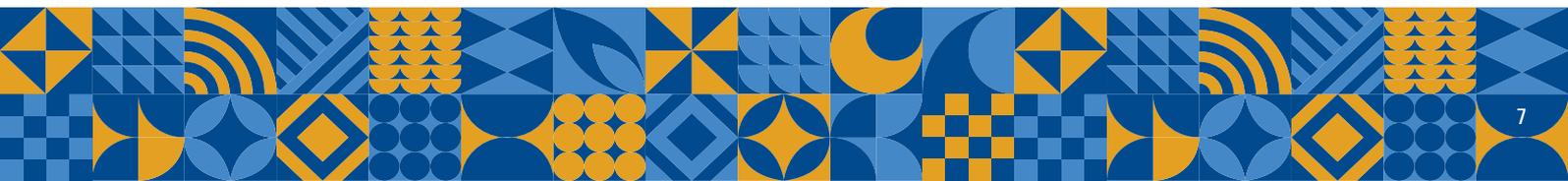
The well-woven process will:

- Build on the weaving of strong foundations of our students' identity and culture.
- Bring teaching, learning, and research together with Pacific cultural enlightenment.
- Increase Pacific students' participation and success across the university.
- Enable a flourishing Pacific student and staff experience.
- Connect people and different communities.
- Strengthen the uniqueness and position of the university in the Pacific.

Te Kunenga ki Pūrehuroa Massey University's well-woven Pacific graduates will be capable and resilient in a changing world. Emphasising the fact that most of the fundamental issues at hand are also Pacific Island issues: namely, climate change, economic challenges, food security, rising sea levels, and dynamic global politics. Well-woven mats may show life's 'wear and tear,' but the fibers' knowledge and cultural values will remain intact; the definitive sign of a leader that was well-woven from Te Kunenga ki Pūrehuroa Massey University.

Te Kunenga ki Pūrehuroa Massey University supports this plan through strategic initiative funding for Pūrehuroatanga. Fittingly, Pūrehuroatanga is a five-year, coordinated and centralised body of work that aims to remove institutional barriers to success as well as providing targeted, proactive, and data-driven support for those learners who need it. The Pacific Learner Success Plan (PLSP) contributes to Pūrehuroatanga, recognising the need to focus on delivering rich,

transformative, and enlightening learning experiences at Massey University and ensuring that Pacific learners are supported and cared for in a culturally appropriate manner. In accordance with the PLSP, this plan (Weaving Wisdom into a Resilient Future) translates the key priorities from the Massey Strategy (2022-2027) into actions that enhance and advance the development of Pacific students. While much of the current work is done under the Pūrehuroatanga program, beyond its term, the learnings from this initiative will be transformed into business as usual, as success among Pacific students and staff becomes a normal well-woven outcome at Te Kunenga ki Pūrehuroa Massey University.



PACIFIC MASSEY OBJECTIVES

Through the Te Kunenga ki Pūrehuroa Massey University Strategy (2022-2027) and aspirations, Pacific Massey has two fundamental objectives.

Firstly, it will be the catalyst for initiatives that weave multiple skills and knowledge together for the educational success of our Pacific students, enabling them to take advantage of our education and research offerings and positioning them at the heart of a culture that collectively contributes to delivering on the needs and aspirations of Pacific peoples. Secondly, Pacific Massey will assist Te Kunenga ki Pūrehuroa Massey University in meeting its obligations to the Pacific peoples.

Just as there are several species of Pandanus or other plants that may serve weavers in different ways, this plan recognises several different groups that all have a place in our vision. How they will best serve to achieve the outcomes we aspire to for Pacific students will depend on how they are woven together in ways that are mutually supportive. Leveraging on the enablers listed under the well-woven process above, Te Kunenga ki Pūrehuroa Massey University will:

- Allow Pacific students to build from their strengths and transition into research and leadership roles inside and beyond the academy.
- Support researchers and teaching staff to engage with Pacific students, their Pacific colleagues, and Pacific communities safely, confidently, and with integrity.
- Enable Pacific communities to bring forward their needs, aspirations, and potential contributions to our teaching and research.
- Guide industries and organisations to realise the benefits of hosting and developing Pacific students (as interns and entrepreneurs) and the rich contributions they bring.

PACIFIC PRIORITY 1:

High student aspirations and achievements

Goal

Te Kunenga ki Pūrehuroa Massey University supports the achievement of academic excellence by Pacific students by weaving a learning environment that is productive and culturally informed for Pacific student success³.

Supporting Actions

To deliver this Te Kunenga ki Pūrehuroa Massey University **will:**

- **Ensure** Pacific students are prepared and supported to transition into university learning.
- **Develop** mechanisms (such as scholarships and placements) to support and encourage students to study and research in fields where Pacific peoples are currently under-represented, especially the STEM disciplines.
- **Build** more online or blended opportunities for Pacific students to maximise their learning experiences.
- **Support** Pacific students to successfully navigate through our education and research offerings and to achieve academically, transitioning into leadership and research roles and achieving their aspirations to effect positive change.
- **Encourage** Pacific students to enrol in courses where there is Pacific under-representation but which develops knowledge and skills that are highly demanded in the market.
- **Provide** entrepreneurial and enterprise opportunities for Pacific students through Pacific-informed enterprise, partnerships, and curriculum development.
- **Invest** in the development of courses that are Pacific-informed with Pacific-influenced content and assessment. Thus, enabling Pacific students to be connected and engaged throughout their course and journey.
- **Enable** successful holistic outcomes for Pacific students that guarantee strong leadership and service for their communities.
- **Support** Pacific students and staff to create and deliver innovative world-class research, thus, enriching Te Kunenga ki Pūrehuroa Massey University with Pacific knowledge that will strengthen the university's uniqueness and enhance its academic reputation across the wider Pacific.

³ This contributes to Te Pou Ako – Learning and Teaching, the partnership between Te Kunenga ki Pūrehuroa Massey University and its students, we will support our Pacific students to enjoy equitable, digitally-enabled, and high-quality learning (Massey University Strategy 2022-2027).

PACIFIC PRIORITY 2:

Excellent Pacific research, high impact and enabling policy

Goal

Te Kunenga ki Pūrehuroa Massey University aspires to support and encourage excellent Pacific research^{4,5}.

Supporting Actions

To deliver this Te Kunenga ki Pūrehuroa Massey University **will:**

- **Promote** research that is Pacific-centered, with Pacific methodologies/methods, with high impact for Pacific communities.
- **Embed** Pacific knowledge and interests in Te Kunenga ki Pūrehuroa Massey University, and celebrate Pacific research successes.
- **Promote** and advocate for postgraduate research among Pacific students, alumni, and the wider Pacific. Expanding new Pacific knowledge will strengthen Te Kunenga ki Pūrehuroa Massey University' reputation as a world class university that weaves well-informed, culturally adaptive, solution-seeking graduates and researchers.
- **Invest** in translational research into Pacific issues and needs through securing research grants and scholarships for post-graduate and research staff.
- **Explore** options for Pacific Massey to coordinate and administer interdisciplinary research and to bring together and develop synergies across disparate research and learnings across the Pacific.
- **Contribute** to building and enriching the relationship between tangata whenua and tangata Te Moana-nui-a-Kiwa and reflect that in the university policy and processes that are equitably beneficial for all parties.
- **Establish** mechanisms to align Pacific students' needs with teaching, curriculum, and research opportunities.
- **Enable** all researchers to engage with, learn from, and contribute to research with, by, and for Pacific researchers and communities, and contribute to strengthening research impact with key Pacific organisations or countries.
- **Prioritise** support for multi-disciplinary translational research where students and researchers can combine disciplinary skills to address issues specific to Pacific communities, especially on issues such as climate change, food security, the environment, and social disparity.
- **Encourage** recognition of cultural knowledge and the development of indigenous innovation.

⁴ In this context, 'Pacific research' includes the development of research initiatives that host and upskill Pacific students; supporting the needs of well-trained, innovative, and culturally responsive researchers across the university; developing high-caliber research ideas and methods; making contributions to useful, robust, and enabling policies; and ensuring positive outcomes with and for Pacific communities. It also means research that contributes to a sustained and enhanced Pacific environment; along with a research culture that enables our Pacific cultures to be reflected and flourish within it, and to ensure they will benefit from research.

⁵ This contributes to Te Pou Rangahau – Research, our place and location in Te Moana-nui-a-Kiwa (Pacific Region), we will support Pacific Peoples research to promote positive outcomes for Pacific Peoples" (Massey University Strategy 2022-2027).

PACIFIC PRIORITY 3:

Pacific inspired organisation

Goal

Te Kunenga ki Pūrehuroa Massey University is well informed and enabled to weave Pacific learning and research development to attract, retain and inspire Pacific peoples and communities⁶.

Supporting Actions

To deliver this Te Kunenga ki Pūrehuroa Massey University **will:**

- **Invest** in building the capacity and capability of Pacific Massey and building pathways that enable such development.
- **Strengthen** our Pacific student and staff digital confidence, competence, and capability.
- **Grow** capacity and capability and career pathways for Pacific staff.
- **Build** a visible and connected Pacific community across the university.
- **Develop** skilled Pacific leaders who embody their cultural values and prioritise manaaki.
- **Promote** Pacific leadership at all levels and within all academic units across Te Kunenga ki Pūrehuroa Massey University.
- **Enable** comprehensive understanding of Pacific values, principles and benefits among staff and communities.
- **Strengthen** staff and student knowledge and engagement with Te Ao Māori and Te Tiriti o Waitangi, and understanding of the special ties between tangata whenua and tangata Te Moana-nui-a-Kiwa.

⁶ This contributes to Te Pou Tangata – People, Te Kunenga ki Pūrehuroa commitments to its staff and students, and the special ties between tangata whenua and tangata Te Moana-nui-a-Kiwa, we will underpin an environment that is supportive of Pacific student and staff holistic wellbeing (Massey University Strategy 2022-2027).

PACIFIC PRIORITY 4: Connected Pacific peoples

Goal

Weaving a network of people and communities that endorse and support Pacific aspirations and successes⁷.

Supporting Actions

To deliver this Te Kunenga ki Pūrehuroa Massey University **will:**

- **Establish** practices that acknowledge the changing nature of work and recognise how best to connect services to address Pacific staff and students' needs.
- **Establish** relationships, networks, and critical connections with university staff and external stakeholders in a meaningful manner that benefits the Pacific learning journey.
- **Partner** with alumni to enhance career promotion and development for our Pacific students and build a constructive and productive success culture.
- **Partner** with key Pacific stakeholders including Pacific communities and community leaders, other universities, government agencies, Pacific service providers, businesses, and industries at the national, regional, and global level in a manner that supports the success of our Pacific students, the delivery of high-quality and effective teaching and research programs, and high impact Pacific development.
- **Strengthen** the Pacific Staff Network providing a safe space for Pacific staff to meet and talanoa freely about work-life experiences, highlighting successes and areas for improvement.

⁷ This contributes to Te Pou Hono – Connection, the fundamental importance of well-connected, sustainable, and flourishing future for Te Kunenga ki Pūrehuroa Massey University and Te Moana-nui-a-Kiwa, we will support a culture of connected leadership at national, regional, and global levels (Massey University Strategy 2022-2027).



THE OUTCOME: WELL-WOVEN PACIFIC GRADUATES PREPARED FOR RESILIENT FUTURES

This plan sets the Te Kunenga ki Pūrehuroa Massey University priorities for implementing an active work program that supports Pacific Massey in meeting its objectives.

It should be noted that many of the actions listed in this plan are already underway. Success means that in four years' time, Te Kunenga ki Pūrehuroa Massey University will be:

- Proud of an environment and culture that enhance Pacific Massey and Pacific student success outcomes.
- On track to achieve parity between Pacific students' participation, wellbeing, and achievement outcomes and all other students at Te Kunenga ki Pūrehuroa Massey University as outlined in the Massey University Learner Success Plan.
- Enrolling twice as many Pacific doctoral students.
- Known for the support we offer through the partnerships we have developed between the Pacific learner, their families, and the university to support successful learning.
- Producing well-woven Pacific graduates, able to lead, impact, and contribute to Aotearoa New Zealand and Pacific communities.
- Promoting, consolidating, and administering the translational Pacific research hub.
- Recognised for leading Pacific teaching and research at regional, national, and global levels.

SUPPORTING ACTIONS

PACIFIC PRIORITY 1: High student aspirations and achievements

Goal

Te Kunenga ki Pūrehuroa Massey University supports the achievement of academic excellence by Pacific students by weaving a learning environment that is productive and culturally informed for Pacific student success.

Supporting actions	Responsibility	Completed by
Ensure Pacific students are prepared and supported to transition into university learning	PSS, SAI, ADP, TS, CET, SED	On-going
Develop mechanisms (such as scholarships and placements) to support and encourage students to study and research in fields where Pacific peoples are currently under-represented, especially the STEM disciplines	PSS, ADP, TS	End of 2027
Build more online or blended opportunities for Pacific students to maximise their learning experiences	PSS, TS, CET	End of 2027
Support Pacific students to successfully navigate through our education and research offerings and to achieve academically, transitioning into leadership and research roles and achieving their aspirations to effect positive change	PSS, SAI, CET, TS	End of 2027
Encourage Pacific students to enrol in courses where there is Pacific under-representation but which develops knowledge and skills that are highly demanded in the market	PSS, ADP, SAI	End of 2027
Provide entrepreneurial and enterprise opportunities for Pacific students through Pacific-informed enterprise, partnerships, and curriculum development	PSS, MC, EO, CET, TS	End of 2027
Invest in the development of courses that are Pacific-informed with Pacific-influenced content and assessment. Thus, enabling Pacific students to be connected and engaged throughout their course and journey	PSS, CET, TS	End of 2027
Enable successful holistic outcomes for Pacific students that guarantee strong leadership and service for their communities	PSS	End of 2027
Support Pacific students and staff, to create and deliver innovative world class research	PSS, GRS, RO	End of 2027

Key

ADP - Associate Deans Pacific

GRS - Graduate Research School

MC - Massey Careers

PVCs - Pro Vice-Chancellors

SED - Student Experience Directorate

CET - Centre for Education Transformation

ITS - Information Technology Services

PSS - Pacific Student Success

RO - Research Operations

TS - Teaching Staff

EO - Enterprise Office

MSS - Māori Student Success

PC - People and Culture

SAI - Student Advising and Information

PACIFIC PRIORITY 2: Excellent Pacific research, high impact and enabling policy

Goal

Te Kunenga ki Pūrehuroa Massey University aspires to support and encourage excellent Pacific research.

Supporting actions	Responsibility	Completed by
Promote research that is Pacific-centered, with Pacific methodologies/ methods, with high impact for Pacific communities	PSS, GRS, RO	End of 2026
Embed Pacific knowledge and interests in Te Kunenga ki Pūrehuroa Massey University, and celebrate Pacific research successes	PSS, GRS	End of 2025
Promote and advocate for postgraduate research among Pacific students, alumni, and the wider Pacific	PSS, GRS, RO	End of 2025
Invest in translational research in Pacific issues and needs through securing research grants and scholarships for post-graduate and research staff	PSS, GRS, RO	End of 2027
Explore options for Pacific Massey to coordinate and administer interdisciplinary research and to bring together and develop synergies across disparate research and learnings across the Pacific	PSS, GRS, RO	End of 2027
Contribute to building and enriching the relationship between tangata whenua and tangata Te Moana-nui-a-Kiwa and reflect that in the university policy and processes that are equitably beneficial for all parties	PSS, MSS	End of 2027
Establish mechanisms to align Pacific students' needs with teaching, curriculum, and research opportunities	PSS, CET, GRS, RO	End of 2026
Enable all researchers to engage with, learn from, and contribute to research with, by, and for Pacific researchers and communities, and contribute to strengthening research impact with key Pacific organisations or countries	PSS, GRS, RO	End of 2027
Prioritise support for multi-disciplinary translational research where students and researchers can combine disciplinary skills to address issues specific to Pacific communities, especially on issues such as climate change, food security, the environment, and social disparity	PSS, GRS, RO	End of 2027
Encourage recognition of cultural knowledge and development of indigenous innovation	PSS, MSS	End of 2025

PACIFIC PRIORITY 3: Pacific inspired organisation

Goal

Te Kunenga ki Pūrehuroa Massey University is well informed and enabled to weave Pacific learning and research development to attract, retain and inspire Pacific peoples and communities.

Supporting actions	Responsibility	Completed by
Invest in building the capacity and capability of Pacific Massey and building pathways that enable such development	PSS, PVCs	End of 2027
Strengthen our Pacific student and staff digital confidence, competence, and capability	PSS, CET, ITS	End of 2024
Grow capacity and capability and career pathways for Pacific staff	PSS, TS	End of 2027
Build a visible and connected Pacific community across the university	PSS, ADP	End of 2027
Develop skilled Pacific leaders who embody their cultural values and prioritise manaaki	PSS, ADP	End of 2027
Promote Pacific leadership at all levels and within all academic units across Te Kunenga ki Pūrehuroa Massey University	PSS, PC	End of 2026
Enable comprehensive understanding of Pacific values, principles and benefits among staff and communities	PSS, PC	End of 2026
Strengthen staff and student knowledge and engagement with Te Ao Māori and Te Tiriti o Waitangi and understanding of the special ties between tangata whenua and tangata Te Moana-nui-a-Kiwa	PSS, MSS	End of 2024

Key

ADP - Associate Deans Pacific

GRS - Graduate Research School

MC - Massey Careers

PVCs - Pro Vice-Chancellors

SED - Student Experience Directorate

CET - Centre for Education Transformation

ITS - Information Technology Services

PSS - Pacific Student Success

RO - Research Operations

TS - Teaching Staff

EO - Enterprise Office

MSS - Māori Student Success

PC - People and Culture

SAI - Student Advising and Information

PACIFIC PRIORITY 4: Connected Pacific peoples

Goal

Weaving a network of people and communities that endorse and support Pacific aspirations and successes.

Supporting actions	Responsibility	Completed by
Establish practices that acknowledge the changing nature of work and recognise how best to connect services to address Pacific staff and students' needs	PSS, PC	End of 2027
Establish relationships, networks, and critical connections with university staff and external stakeholders in a meaningful manner that benefits the Pacific learning journey	PSS, PC	End of 2025
Partner with alumni to enhance career promotion and development for our Pacific students and build a constructive and productive success culture	PSS	End of 2025
Partner with key Pacific stakeholders including Pacific communities and community leaders, other universities, government agencies, Pacific service providers, businesses, and industries at the national, regional, and global level in a manner that supports the success of our Pacific students, the delivery of high-quality and effective teaching and research programs, and high impact Pacific development	PSS	End of 2026
Strengthen the Pacific Staff Network providing a safe space for Pacific staff to meet and talanoa freely about work-life experiences, highlighting successes and areas for improvement	PSS	End of 2026

Key

ADP - Associate Deans Pacific

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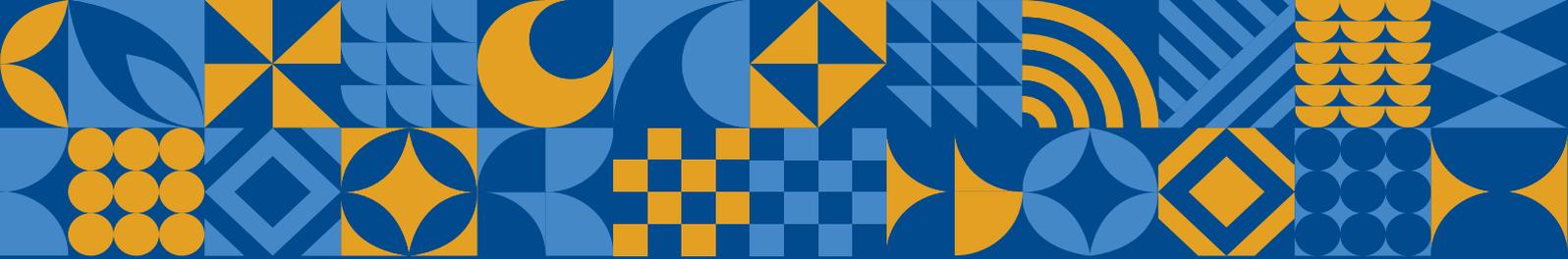
TS - Teaching Staff

EO - Enterprise Office

MSS - Māori Student Success

PC - People and Culture

SAI - Student Advising and Information



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