

# CENTRE FOR ARTS AND SOCIAL TRANSFORMATION

## Just and equitable worlds through the arts

### Five-Year Strategic Plan

CAST was officially launched in April 2020. This strategic plan focuses on achieving the Centre's aims and priorities for a five-year term to March 2025. The success of the plan centres on the networks of support and collaboration the Centre already enjoys internally, locally, nationally, and internationally, including the Expert Advisory and Oversight Boards. The Centre seeks other opportunities and remains open to new possibilities not listed below that also align with Taumata Teitei.

## I. The Centre's Aims

- Original, creative, and world-leading contributions to research that deeply explores the arts and is inspired by our place and our histories in Aotearoa and the Pacific
- Community engaged practice-based research by artist academics that positively impacts lives
- Ambitious, critical, and playful research that addresses wicked problems

## II. Strategic Priorities

### 1. Lead and contribute to local, national, and international conversations on the nature of the creative process and environments:

- Strengthen relationships with Māori and Pasifika community to inform our practice and share the impacts of our work.
- Develop relationships with other stakeholders including NZEI Te Riu Roa, NZ Principals' Federation, Post Primary Teachers' Association, Creative NZ, Arts Access Aotearoa, and other leading artist organisations.
- Develop relationships with other research centres internationally with a focus on the arts, creativity, and transformation.

- Develop and trial the *Creative Schools Index (CSI)* to consider the creative environment in other areas such as business organisations, higher education and government departments.
  - Develop and report on *CSI* for implementation across school clusters.
  - Develop and report on *CSI* for understanding teacher and principal creativity.
  - Develop and publish research on the nature and possibilities of the artist academic within Higher Education.
  - Develop a national series of engagements with schools through *Te Rito Toi: The Twice Born Seed programme* in partnership with the Ministry of Education, The NZ Principals Federation, NZ National Commission for UNESCO, and NZEI Te Riu Roa. The programme comprises online workshops, regional seminars and public lectures.
  - Use the *International Teaching Artist Consortium (ITAC) Hub* role to position the Centre as a site for collaborative interchange between artists and academics. By 2024, the Centre will host an international conference on the nature of arts and social transformation in conjunction with ITAC.
  - Actively promote the annual *World Creativity and Innovation Week* with a focus on widening general public's access and active involvement in creative actions.
  - Promote the Centre's work at national and international conferences.
  - Further develop opportunities for media engagement in the work of the Centre.
  - Ensure a dynamic, up-to-date online presence.
  - Consult with our Expert Advisory Board to identify new international collaborations, research areas and funding opportunities.
- 2. Expand our understanding of the arts as holistic pedagogies of compassion, critical empathy and care:**
- Develop and research arts-based approaches to critical citizenship through the UNESCO supported *Arts Beyond Borders* project.
  - Develop ongoing research in the possibilities of the arts in countering new nationalisms, racism, and discrimination.
  - Establish a national archive of arts education in Aotearoa, especially focusing on the Tovey era.

- Partner with the Sir John Kirwan Foundation in developing and researching arts approaches to mental health education in primary schools.
- 3. Use participatory arts-based research methods in inter- and transdisciplinary studies:**
- Offer annual CAST research grants to seed projects across the university to encourage cross faculty interest in working with the Centre.
  - Seek contestable funding for research projects with other faculties and departments across the university and with national and international colleagues.
- 4. Collaborate on policy development on the arts and social transformation in Aotearoa:**
- Collaborate with the University's Public Policy initiatives to advance our influence on policy.
  - Contribute to local and national advocacy groupings through providing research and information to guide policy recommendations.
  - Partner with NZEI Te Riu Roa, The NZ Principals Federation, and Sir John Kirwan Foundation in developing new strategic directions for the arts within schools.
  - Make written and oral submissions to local and national government on the role of the arts; the value of funding for public access to the arts and understanding the role of culture in all communities.
  - By 2024 establish a National Commission on the role of the arts across government.
- 5. Open pathways for Māori and Pasifika academics and artists to lead research valuing indigenous ways of knowing:**
- Establish funded positions within the Centre for Māori and Pasifika scholars to undertake and lead research projects.
  - Provide opportunities for emerging Māori and Pasifika scholars in the Centre to professionally develop research capacities.
  - Develop and publish work that centres on Māori and Pasifika concepts of the arts and wellbeing.
  - Engage in project collaboration and expansion oriented towards the Pacific, seeking engagements with Pacific based organisations and institutions

**6. Recruit, nurture and retain outstanding staff:**

- Build the capacity for staffing through ongoing fundraising.
- Attract high quality PhD candidates into the Centre through targeted PhD scholarships.
- Provide active mentorship of all staff into expanding their career pathways.
- Seek multiple collaborative research publication opportunities in the Centre.
- Develop an inclusive, playful, and joy-filled physical and emotional environment for staff.

**7. Champion the arts as ways for communities to heal and flourish:**

- Continue applied research using arts-based responses to crisis as they arise, both nationally and internationally.
- Further develop our reputation as an international centre of expertise in arts response post-crisis through peer reviewed articles and other publications.
- Develop and implement a professional development programme for teachers and principals on addressing crises in schools through arts-based approaches.

**8. Plan for long-term success in achieving our vision of just and equitable worlds through the arts:**

- Develop a strategy for sustaining the Centre's work beyond March 2025 in collaboration with key partners and funders and with consideration of the University's strategic direction and initiatives.
- Develop a fundraising plan to enable the strategy.
- Develop a staff succession plan.
- Develop key relationships with government, community, and business domestically and internationally to explore opportunities and develop the long-term strategy.