



UNIVERSITY OF
AUCKLAND
Waipapa Taumata Rau

Kawea Ake

Indigenising initiatives

2024–2029



Cover image: Master carver Arekatera (Katz) Maihi, Ngāti Whātua Ōrākei and Ngāpuhi, with Keith Walker, builder of Tāne-nui-a-rangi in 1987, together positioning the new maihi on Tāne-nui-a-rangi in 2024.

Ihirangi

Table of contents

- 4 Kawea Ake
- 6 Waipapa Tāngata Rau: Waipapa the Place of Great People
- 8 Waipapa Herenga Waka: Waipapa the Mooring Post
- 10 Waipapa Ngā Maunga Whakahī: Waipapa Land of Proud Mountains
- 12 Waipapa Manawa Whenua: Waipapa the Heartbeat
- 14 Waipapa Kī Uta: Waipapa the Landing Place
- 16 Waipapa Tātai Hono: Waipapa Ancestral Ties

Kawea Ake

The name of the strategy is derived from the whakataukī ‘mānuka takoto, kawea ake’ which relates to the idea of picking up challenges and taking responsibility for carrying the work of those forward. A manuka stick placed on the ground symbolises a challenge. The wero is always a challenge first and foremost to relationship, and it is only in the context of relationships that positive outcomes can be realised.

In 2020, Waipapa Taumata Rau launched a bold new plan *Taumata Teitei* Vision 2030 and Strategic Plan 2025. The strategy recognises the exciting challenges of our time and is a statement on purpose, vision and values. The strategy privileges place and relationships with tangata whenua, while centring te ao Māori principles and affirming Te Tiriti o Waitangi. Significantly, *Taumata Teitei* inaugurates an enduring Indigenous framework named *Toitū Waipapa*. Both *Taumata Teitei* and *Toitū Waipapa* provide the impetus for indigenising approaches and practices across Waipapa Taumata Rau.

Indigenising approaches value relationships, connection to place, and attention to history as the

basis for decision-making for the future. Indigenisation is a process that goes beyond approaches that ‘include Māori’ to offering positive transformative possibilities for the whole institution, and at the same time ensuring Māori students, staff, knowledge systems and ways of being and doing are normalised in the University.

Indigenising practices at Waipapa Taumata Rau are guided by tangata whenua. Ngāti Whātua Ōrākei are the descendants of Tuperiri and have held the mana in Tāmaki, the central Auckland isthmus since the 1740s. For our central Auckland campuses, our refreshed kōtuitanga (2022) with Ngāti Whātua Ōrākei provides a framework for our existing relationship to flourish and grow. Ngāti Whātua Ōrākei guide our indigenising approaches through sharing cultural narratives, tikanga, iwi histories and knowledge. Reciprocally, Waipapa Taumata Rau has committed to support the educational, research, community and civic aspirations and plans of the iwi.



The strategy *Kawea Ake*

Māori leadership, culture and innovation has been at work in the University of Auckland for decades. We see this strategy as the continuation of this work, a carrying forward for our time of the ongoing project of Indigenisation. Aligned with the strategic refresh of *Taumata Teitei*, *Kawea Ake* sets out the strategic initiatives of the Office of the Pro Vice-Chancellor Māori for the next five years (2024–2029).

The Office of the Pro Vice-Chancellor Māori takes a whole-of-institution approach and works across each of the five University portfolios to embed Indigenous priorities. In addition to this work, the office progresses a range of stand-alone initiatives.

This strategy is organised around the six taumata of the enduring framework *Toitū Waipapa*, which are broadly mapped in *Kawea Ake* to the five University portfolios and their *Taumata Teitei* priorities. The *Taumata Teitei* priorities have been reaffirmed by the Strategic Plan Refresh.

Each priority area in *Kawea Ake* is framed by the relevant *Toitū Waipapa* taumata, followed by a set of indigenising initiatives. The initiatives include both intersecting and stand-alone priorities and indicate who are the responsible partners. The 35 highlighted initiatives represent some of the key building blocks for better outcomes for Māori, the University and beyond.

Te Kawehau Hoskins mātou ko Te Tari o te Ihonuku Māori



Images below: Māori students and supporters in 1983 protesting inaction on building the Waipapa Marae promised ten years prior. Credit: University of Auckland Cultural Collections.





Waipapa Tāngata Rau: Waipapa the Place of Great People

Great people are capable of great feats – acts of memorable hospitality, of magnificent generosity, of impactful service. Great people work cleverly, collaboratively and collectively for the benefit of all.

Waipapa Taumata Rau activates the principles and practices of manaakitanga, whanaungatanga and kaitiakitanga with our diverse communities, and in rapidly changing work environments. A thriving and valued Māori workforce realises this culture, and contributes to the positive transformation of Māori communities, Aotearoa, New Zealand and the world.

Taumata Teitei priorities: People and culture

1. Live our values and purpose.
2. Develop a future-ready workforce.
3. Build a high-performing, diverse, inclusive and equitable community.
4. Activate manaakitanga, whanaungatanga and kaitiakitanga across our People and Culture practices.
5. Aspirational and inclusive leadership.

Indigenising initiatives

- Lead the holistic activation of te ao Māori principles in the values-led culture programme of work and in the health, safety and well-being strategy and initiatives.
- Maintain strategic oversight in partnership with Human Resources in the implementation and resourcing of Waipapa Tāngata Rau priorities.
- Ensure faculty and function plans align with Waipapa Tāngata Rau.
- Maintain strategic oversight of diverse Māori staff capability development needs, including Māori leadership development in partnership with Organisational Development and including external opportunities.
- Foster ongoing development of signature events and programmes for Māori staff.
- Strategic leadership of Te Taumata Ngaio – all staff te reo and te ao Māori capability development, responsive to needs.
- Maintain and develop whanaungatanga, kaupapa Māori initiatives for the University at large including signature programmes – kawē aroha, mātauranga Māori symposium, all-staff pōwhiri, mihi whakatau, hosting.
- Develop the first gender pay gap report for Māori women and ethnic minority women and consider the results.
- Review and strengthen the Māori leadership function across the University including the Office of the PVC Māori.

Five-year performance measures	Partners
Te ao Māori principles are a key part of the practices and values of the University.	Director HR and PVC Māori
All priorities of Waipapa Tāngata Rau are implemented.	Director HR
Faculty and Function plans have targets and actions aligned with Waipapa Tāngata Rau.	Deans and Directors
3% increase between 2024 and 2028 in numbers of Māori staff completing the leadership development programme and taking up external development opportunities.	Director HR
At least two Māori staff events are held annually.	PVC Māori
Te Taumata Ngaio continues to engage 1,000 staff each year.	PVC Māori and Director HR
At least two all-staff whanaungatanga initiatives are held annually.	PVC Māori
2% increase in Māori staff each year, including increases in senior academic and professional Māori staff.	Director HR
Annual gender pay gap report for Māori women and ethnic minority women.	Director HR
Māori leadership function reviewed, and strengthened structure, roles and responsibilities in place.	Director HR and PVC Māori

Right: Ngāti Whātua Ōrākei kuia gather to honour the dedication of the new whakairo adorning Waipapa Marae.





Waipapa Herenga Waka: Waipapa the Mooring Post

As waka journey to their many destinations, they carry their diverse purposes and names and precious cargo. Here they know of a space where they can find safety, replenishment and encounter and share and create knowledge with others on their journey.

Waipapa Taumata Rau values genuine and enduring relationships with local, regional and international students, communities, schools, alumni and partners. These relationships are guided by a unique narrative identity shaped by our relationships with Ngāti Whātua and iwi, hapū and hapori Māori, and focused on *indigeneity, excellence and impact*.

Taumata Teitei priorities: Strategic partnership and engagement

1. Strengthen and deepen our relationship with tangata whenua.
2. An ambitious and relevant partner that is globally networked.
3. Deep engagement with diverse Aotearoa and Asia-Pacific communities.
4. Enduring relationships with prospective students, alumni and donors.
5. Diverse student body reflecting our communities.
6. Recognised and valued by our communities for the contributions we make towards a more sustainable future.

Indigenising initiatives

- Develop high-level principles for engagement with iwi, hapū and hapori Māori.
- Develop an engagement plan to operationalise Te Kōtuitanga Ngāti Whātua Ōrākei.
- Lead the development of a Tai Tokerau strategy and engagement plan.
- Play a leading role in developing the Association of Pacific Rim Universities' (APRU) Indigenous knowledge network.
- Ensure that the evolution of the University's visual identity and institutional narrative is grounded upon iwi narratives and relationship to place.
- Develop a repository of resources reflecting the Māori spatial, visual, historical, and material narratives of Waipapa Taumata Rau.
- Develop the Atlantic Fellows for Social Equity (AFSE) network and foster ongoing impact initiatives.
- Strengthen Māori alumni engagement with the University.
- Collaborate on how to indigenise equity-related policies, procedures, and other initiatives kia whakamana i ngā tāngata.

Five-year performance measures	Partners
Principles for engagement with iwi, hapū and hapori in place.	PVC Māori
Te Kōtuitanga Ngāti Whātua Ōrākei engagement plan progressing to the satisfaction of Ngāti Whātua.	DVC Strategic Engagement and PVC Māori
Tai Tokerau engagement plan developed and implementation underway.	DVC Strategic Engagement and PVC Māori
Waipapa Taumata Rau is a leader in APRU Indigenous knowledge network.	DVC Strategic Engagement and PVC Māori
The University's visual narrative is grounded upon iwi narratives and relationship to place.	PVC Māori
Repository of Waipapa Taumata Rau narratives established.	PVC Māori
AFSE Senior Fellows network impact initiatives are reported annually.	PVC Māori
Increased number of engagement events with Māori alumni and increased attendance.	DVC Strategic Engagement and PVC Māori
Key equity policies, procedures and other initiatives are developed with Māori, and reflect Indigenous perspectives.	PVC Equity and PVC Māori
Increased recognition as a leading Indigenous institution.	DVC Strategic Engagement and PVC Māori

Right: The Faculty of Education and Social Work being warmly welcomed to the City Campus of Waipapa Taumata Rau, 2024.





Waipapa Ngā Maunga Whakahī: Waipapa Land of Proud Mountains

The mountains are repositories of ancient knowledge and truths. They hold the pride of the people in them, which manifests in their magnificent bearings. Out of them flow the sacred rivers, carrying their sacred waters of knowledge to give life to many communities. And the mountains talk to one another, amplifying their presence, defining the land.

Waipapa Taumata Rau is a world-class research university advancing trusted research for the betterment of our nation, te ao Māori, the world and its communities. We will value and facilitate Indigenous research and networks, be cognisant of Te Tiriti, and promote mātauranga Māori as a way of analysing and understanding our world.

Taumata Teitei priorities: Research and innovation

1. World-class research inspired by our place in Aotearoa and the Pacific.
2. A global powerhouse of innovation, creativity and entrepreneurship.
3. Relevant, purposeful, impactful research for our communities.
4. Ambitious research confronting humanity's greatest challenges.
5. Nurturing, recruiting and retaining outstanding research talent.
6. A research ecosystem characterised by collaboration, agility, simplicity, engagement and empowerment.

Indigenising initiatives

- Develop and implement a Māori researcher platform to develop Māori researcher leadership and capability.
- Establish a Māori research policy designed to establish a structured policy (and separate guidelines) framework for conducting Māori research, research involving Māori, and Māori-related research practices, while adhering to the principles of Te Tiriti o Waitangi.
- Review and strengthen the Māori research and innovation ecosystem.
- Play a leading role in developing the APRU, and other Indigenous knowledge research networks.
- Develop researcher capability through Māori data sovereignty education and guidelines.
- Phase two development of digital resources hub (He Korowai Mātauranga) to support researcher engagement with Vision Mātauranga.

Five-year performance measures	Partners
Māori researcher capability development platform established.	PVC Māori and DVC Research and Innovation (all measures)
Māori research engagement policy operable.	
Māori research and innovation ecosystem strengthened.	
Improved and increased researcher capability through Māori data sovereignty education and guidelines.	
Digital resources made available to support researcher engagement with Vision Mātauranga.	

Right: Rangitoto Island with Maungārei in the foreground.





Waipapa Manawa Whenua: Waipapa the Heartbeat

The heart is the source of courage, inspiration and identity. Pulsing throughout the body to its many parts, the heart sends out life and purpose. And always the heart is grounded, finding ongoing nourishment from the land. Our students are the heart of Waipapa Taumata Rau.

Waipapa Taumata Rau provides a distinctive learner experience. This experience is rich, relevant and research-informed. It is highly connected to knowledges of place, to mātauranga Māori and to Te Tiriti. It encourages a deep awareness of learner cultural identities and active civic/community responsibility. Waipapa Taumata Rau is a place where taura Māori belong and their identities are valued and enhanced.

Taumata Teitei priorities: Education and student experience

1. Accessible, equitable lifelong higher education opportunities.
2. Student-centric learning, co-curricular and extra-curricular cultures.
3. Education that is research-informed, transdisciplinary, relevant and with impact for the world.
4. Graduates who make the world better tomorrow than it is today.

Indigenising initiatives

- Oversee the implementation of the Curriculum Framework (CF), undergraduate Waipapa Taumata Rau course, and Pūtoi Ako initiatives including Mātauranga Māori Pathways, Te Reo Māori Pronunciation Assessment and Support Resources, Staff standards and support.
- Continue to strengthen all learner success programmes and initiatives including the Tuākana learning community in relation to Māori student experience and success.
- Develop a cohesive Māori student success strategy across the Māori cohorts including pre university, undergraduate, postgraduate and post-university student journey: student experience, transitions, engagement, retention, and success.

Five-year performance measures	Partners
CF Pūtoi Ako and Waipapa Taumata Rau initiatives are embedded in business as usual.	DVC Operations, Provost/ PVC Education PVC Māori (all measures)
Tuākana learning community enhancements implemented.	
Māori student success strategy established.	
Māori overall pass rates for undergraduate programmes achieve parity within three years for Māori students.	
Retention to postgraduate segments at the same rate as all other ethnicities within six years.	
Commencing-student retention achieving parity over five years for Māori students.	
Increase in international participation by Māori students.	

Right: Ngā Taura Māori gather at dawn to celebrate the new whakairo at Waipapa Marae, 2024.





Waipapa Ki Uta: Waipapa the Landing Place

The place of arrival and connection, connecting the land and the sea, the domains of Tangaroa and Tāne. This is the space where people connect the far and the near, bringing in the resources that make this a space of abundance and generosity.

Waipapa Taumata Rau actively cares for the places where we reside, including the cultural and social histories and relationships into which we are woven. Waipapa Taumata Rau delivers social, physical and digital services and facilities that are responsive and accessible, and enhance the mana, well-being and sustainability of our communities and planet.

Taumata Teitei priorities: Enabling environment

1. Create mana-enhancing experiences for our communities through effective, efficient and valued operations and services.
2. Deliver a distinctive, capable, and flexible people-centred environment that celebrates our place in Aotearoa New Zealand and the Pacific.
3. Actively continue and measure progress towards overall sustainability and net-zero carbon status.
4. Enable long-term operational sustainability and resilience through careful stewardship and planning and by enabling revenue growth..

Indigenising initiatives

- Develop and embed Indigenous priorities and people capabilities to deliver the university, faculty and function plans to ensure the sustainability of Te Tiriti commitments.
- Drawing on Toitū Waipapa, support the indigenising priorities of Te Rautaki Tūāpapa Estate Strategy and Te Rautaki Aronga Toitū Sustainability Strategy.
- Refresh the University Language Plan for the Revitalisation of te reo Māori and Te Kūaha te reo Māori learning app for staff, students and alumni.
- Develop an evaluation framework to measure the impact of *Kaweā Ake*.

Five-year performance measures	Partners
University, faculty, and function plans include Indigenous priorities and people capabilities that ensure sustainability of Māori interests.	PVC Māori and DVC Operations and DVC Strategic Engagement (all measures)
Mātauranga a iwi, a Māori and the Toitū Waipapa framework guide indigenising priorities in Te Rautaki Tūāpapa, Estate Strategy and Te Rautaki Aronga Toitū, the Sustainability Strategy.	
Establish, publish and track University Te Reo Language Plan commitments for the period 2025 to 2030.	
Deliver a new 2024 version of Te Kūaha available to staff, students and alumni.	

Right: Stanley Jones, head gardener of University of Auckland campuses for 14 years, 2023.





Waipapa Tātai Hono: Waipapa Ancestral Ties

Māori-Pacific Relationships

Acknowledging, maintaining and developing the deep, abiding relationships with our Pacific whanaunga as embodied in Tāne-nui-a-rangi and known through our whakapapa and mātauranga.

Waipapa Taumata Rau acknowledges the whanaungatanga inherent through whakapapa to the Pacific. We seek to connect and reconnect through our traditions and shared aspirations and actions that uplift one another, Aotearoa, New Zealand and the world.

Indigenising initiatives

- Continue to develop mutually supportive relationships with the offices of PVC Pacific and PVC Māori.
- Provide active support for the Pacific strategies and programmes.
- Continue to develop Tuākana and other student initiatives as vehicles for Māori and Pacific student success.
- Collaborate with the office of PVC Pacific via our respective research platforms and in Indigenous outreach and engagement initiatives, including APRU and AFSE.

Five-year performance measures	Partners
Active Indigenous relationships and networks reported.	PVC Māori and PVC Pacific

Right: Vice-Chancellor Professor Dawn Freshwater and Pacific leader Siaso Gavet celebrate with Professor Jemaima Tiatia-Siau in taking up the position of Pro Vice-Chancellor Pacific, 2022.





**UNIVERSITY OF
AUCKLAND**
Waipapa Taumata Rau

Waipapa Taumata Rau, University of Auckland
Private Bag 92019
Auckland Mail Centre
Auckland 1142
New Zealand
auckland.ac.nz

auckland.ac.nz