



**MANUKAU
INSTITUTE OF
TECHNOLOGY**
Te Whare Takiura o Manukau

PASIFIKA STRATEGIC PLAN

2018 – 2023

Developed by the MIT Pasifika Development Office in Consultation
with the Auckland Pacific Community



"We should not be defined by the smallness of our islands but by the greatness of our oceans. We are the sea, we are the ocean."

Oceania is us.

We must wake up to this ancient truth and together use it to overturn all hegemonic views that aim ultimately to confine us again, physically and psychologically.

It is time to create things for ourselves, to create established standards of excellence that match those of our ancestors"

PROFESSOR EPELI HAU'OFA

"We must articulate our own history, our own stories, our own values for our place and people.

This cannot come from textbooks that do not have Pacific Island culture, people and practice at the core. We cannot be sustained to ideas and

practices are not our own anymore

We must focus, differentiate, and discern so that when we bring in textbooks, stories, histories they must be our own, written by our own people. It will take a little bit more time, but we must begin to see our own capacities to write our own stories / histories and then read them, study them, debate them, and bring them forward.

It is time for us to focus"

DR MANULANI ALULI MEYER

FOREWORD



Kia ora, Talofa lava, Mālō e lelei, Kia orana, Fakaalofa lahi atu, Bula vinaka and warm Pacific greetings.

It is no secret that the success of our Pasifika students is fundamental to the success of MIT, South Auckland and Aotearoa New Zealand.

Over the past few years MIT has been on a journey to improve the educational and employment outcomes of Pasifika learners. Initiatives like the opening of the Pasifika Community Centre, the establishment of the position of Deputy Chief Executive – Pasifika, and the introduction of Pacific languages to MIT are all steps designed to encourage and support Pasifika students and their families through tertiary education. This strategy document is another big step in this journey.

Many of the actions in the strategy are currently underway and we are already seeing the benefits in the classroom, with both staff and students. I look forward to seeing this continue.

Thank you to the Pasifika Development Office, Peseta Sam Lotu-liga and everyone else involved – past and present – for their contribution to this important document.

Gus Gilmore

Chief Executive
Manukau Institute of Technology

OUR VALUES

WE ARE REAL

We admire people who are genuine and honest. Down to earth people who reflect the way we like to teach, with practical, hands-on learning that leads to real skills for real jobs in the real world.

We are genuine, honest and down to earth.

MANAAKITANGA

We genuinely care for others. So we make people feel welcome through kindness, understanding and respect. We make them feel appreciated by acknowledging their contributions. All of which creates an environment where achievement can be nurtured.

We care for others to nurture achievement.

WE ARE CONNECTED

We build valuable partnerships with industries, businesses and individuals, where knowledge is shared and created without silos, fences or egos. When others talk, we really listen. We're open and approachable. Because we want our networks to be strong and our relationships to be genuine and long-lasting.

We are well connected, open and approachable.

WE ARE EXCELLENT

To help people become the best they can be, we aim higher in everything we do. So we push boundaries and exceed expectations. It's the way we achieve great results and the reason we get to celebrate success.

We get great results and celebrate success.

WELCOME



PESETA SAM LOTU-IIGA
Deputy Chief Executive (Pasifika),
Manukau Institute of Technology

Talofa lava! We are proud to present to you the MIT Pasifika Strategy. MIT is proud to be the largest educational provider for Pasifika learners across Aotearoa New Zealand. Our focus is on our students: their academic success, wellbeing and their ability to make a difference to our families and communities and to our nation and beyond.

We aim to grow sustainable outcomes for Pasifika students and staff at MIT as well as developing our connections with Pasifika communities. Please take time to read our strategy and we encourage you to join us to make these goals and aspirations a reality for our students.



AMATAILEVI STELLA MULLER
Chairperson, Manukau Institute of
Technology Pacific Community
Advisory Board

Talofa lava. I would like to acknowledge MIT for continuing their work to advance our Pasifika learners and community. We know that education is an important foundation for the success of our Pasifika families.

Thank you for the leadership provided by both Gus and Peseta. I also would like to acknowledge the efforts of the Pasifika Development Office. Finally, thank you for the members of our Pasifika Community Advisory Board for your ongoing commitment.

COMMITMENT TO PASIFIKA ASPIRATIONS

“PASIFIKA”

It is important to acknowledge that ‘Pasifika’ is an umbrella term used to group the many, diverse and distinct Pasifika peoples that call New Zealand home. Although these Pasifika peoples share many similarities, there are also unique differences which must be acknowledged. Increasingly, many New Zealand born Pasifika students are of mixed heritage and identify with multiple ethnicities and identities. Over the last century, Pasifika people in Aotearoa have worked hard to contribute to the success of New Zealand. Many Pasifika people have achieved success in their chosen fields and are increasingly in demand on the domestic and world stages. The Pasifika population today is young, diverse, creative and fast growing.

PASIFIKA JOURNEY

“Vaevae Melenga Kae Pikipiki Katea” (Tongan) ¹

Pasifika hopes and aspirations are underpinned by the navigation story to Aotearoa New Zealand. Pasifika peoples sacrificed their ways of knowing to seek more opportunities. These included opportunities in employment and education that created pathways to housing, sustenance and greater choices for Pasifika families and communities. Today, we must (re)search to the future and explore pathways and opportunities for Pasifika students to succeed in a rapidly changing world.

CULTURAL VALUES, IDENTITY & LANGUAGE

“A’oa’o le tama e tusa ma ona ala, aua a o’o ina matua, e le toe te’a ese ai” (Samoan) ²

Our work at MIT is the embodiment of key cultural values based on fundamental Pasifika principles such as love, faith, respect and service. As a result, the reinforcement and maintenance of cultural values, identities and languages are strengthened and sustained within families, churches and wider communities.

PASIFIKA LEARNER EXCELLENCE

“Kare a mango e tuku i tana kai e mate uatu” (Cook Islands) ³

Success at MIT is defined by Pasifika Learners who are progressing, achieving and succeeding in education, and are proud of their identities, languages and cultures. Success for Pasifika is being confident in knowing who they are, where they come from and what they can contribute in the different worlds they walk in. This success enables them to serve, lead and give back to their families and wider communities.

WHAT CAN MIT DO TO PROMOTE PASIFIKA EXCELLENCE?

“Ka auloa a tautolu ti kautu, ka o kehekehe a tautolu to kaumahala” (Niuean) ⁴

The sacrifice of our families has led to the success of Pasifika peoples today. For MIT to enhance this success, we need to place Pasifika learners, their parents, families and communities at the centre of our strategies and policies. Quality and effective teaching remains our commitment and is a priority as an educational institution.

¹ Vaevae melenga kae pikipiki katea. ‘Oku ‘uhinga ki ha kakai ‘oku nau fakapotopoto’i ha’anau me’a ‘I ha feitu’u ‘ē ngali hoko ai ha faingata’a. When people take great care about something in a place full of potential risks (Māhina, 2004, p. 49)

² A’oa’o le tama e tusa ma ona ala, a o’o ina matua, e le toe te’a ese ai. Teach the child while they are still young so when they are old they remain steadfast in these ways. (Schultz, 1949 p.139)

³ Kare a mango e tuku i tana kai e mate uatu. The shark will not give up his food, meaning said of a person who shows great tenacity (Short, 1951 p.255)

⁴ Ka auloa a tautolu ti kautu, ka o kehekehe a tautolu to kaumahala. United we stand, divide we fall (Vagahau Niue Trust, 2007)

PASIFIKA STRATEGIC PLAN

2018 – 2023

MIT PASIFIKA STRATEGY FRAMEWORK

MIT worked collaboratively with current staff, students and community over a number of months to discuss what MIT's new Pasifika Strategy should look like. One of the main narratives that came out of these Talanoa (discussions) was a focus on transforming the outcomes of Pasifika learners and the communities they represent and serve. From these consultations, the development of our new MIT Pasifika Strategy framework was created which looks to build on Pasifika aspirations previously outlined in this document (and the wider MIT Strategy), but also the high expectations that the Pasifika community has for Pasifika learners at MIT.



NARRATIVE – FONU PASIFIKA

The MIT Pasifika Strategy is based on the narrative of the fonu which translates to turtle in a few Pacific languages. In the Pacific, the turtle symbolizes longevity, stamina, tranquility and strength. "The turtle represents our history, our heritage and our future" (Astorio Takesy, 2006).

PASIFIKA STUDENT JOURNEY

The turtle's life cycle has been used to reflect the MIT Pasifika student experience from the beginning of their learning journey, through to graduation and beyond.

The student journey experience begins pre-MIT and students can come from a variety of spaces including those who are school leavers, in-work learners and those returning to study, up-skill or re-train.

MIT believes in a robust on-boarding process and supports students from application through to admission, on-boarding, to learning in the classroom. Our students are supported to be the best they can be. This support enables them to be engaged, progress and achieve which culminates in graduation and successful transition into the workforce. MIT will keep connected with alumni through upskilling or retraining opportunities as a part of being a lifelong learner.

MIT PASIFIKA STRATEGY FRAMEWORK

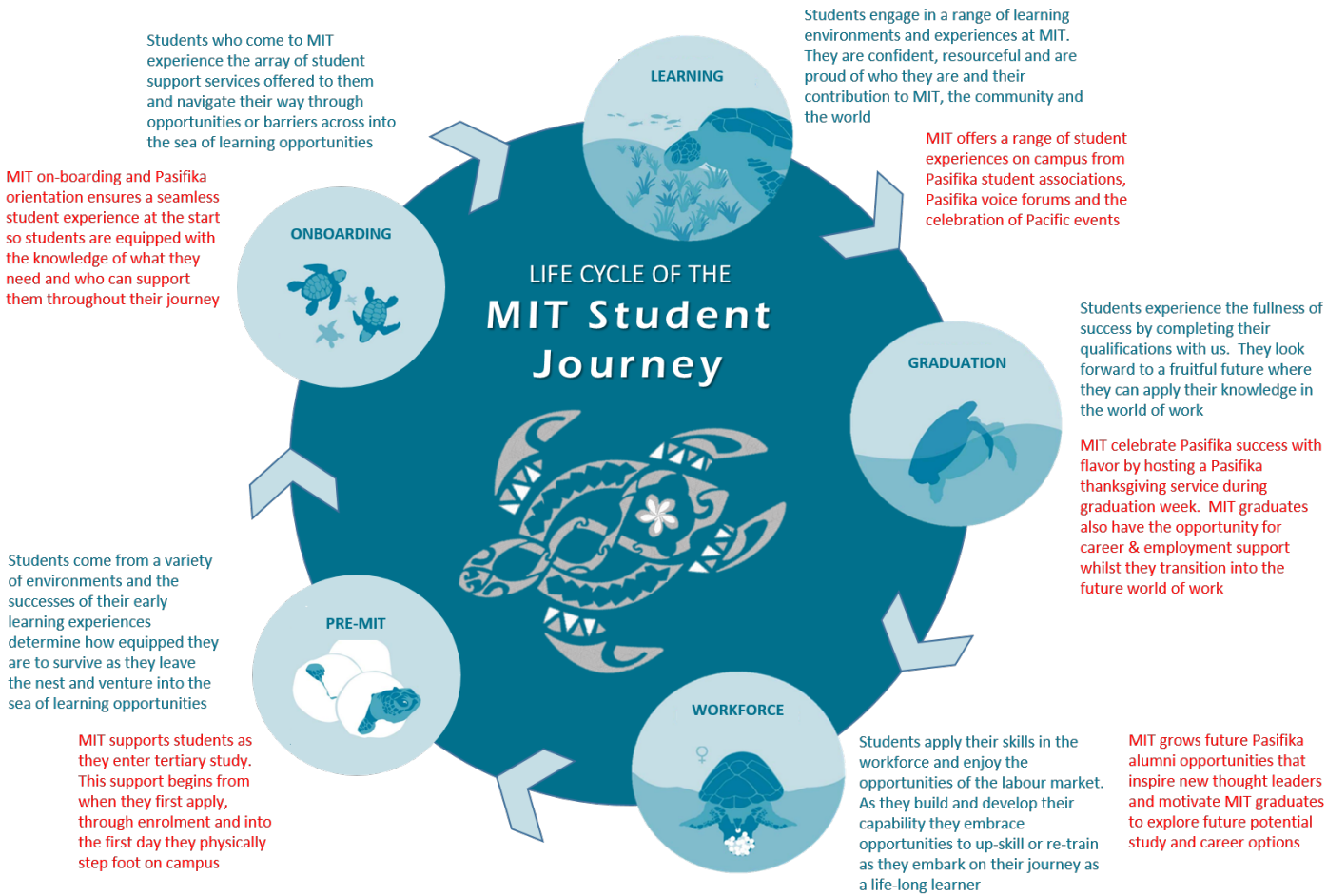


Figure 1. Lifecycle of the MIT Student Journey



The MIT Pasifika Strategy is grouped under **FOUR** key goals which represent identified key factors fundamental to Pasifika student success

- 1. TRANSFORM PASIFIKA STUDENT SUCCESS**
- 2. ESTABLISH POWERFUL CONNECTIONS**
- 3. STRENGTHEN ACADEMIC QUALITY**
- 4. GROW PASIFIKA CAPABILITY**

Under each goal is a range of strategies and targets that will be reported against annually. The MIT Pasifika Strategy is fluid, which means the goals, strategies and targets can be refined and updated as needed.



GOAL ONE: TRANSFORM PASIFIKA STUDENT SUCCESS

STRATEGIES

- MIT advances Pasifika student success through a comprehensive and responsive student journey experience that is student-centred. This includes effective enrolment, on-boarding, orientation, teaching and learning to ensure students achieve their goals and aspirations
- Positively change community perceptions of MIT and promote vocational and applied education as a valued pathway for Pasifika students
- MIT strengthens Pasifika life-long learners in education and work through a strong Pasifika alumni network to deliver future professional development opportunities for our communities

TARGETS

1. Pasifika students' achieve educational success
Retention: To Increase Pasifika retention to 75%
Course Success: To increase Pasifika course success to 85%
2. MIT is the vocational education provider of choice for students in the greater Manukau area
Enrolments: To increase Pasifika student enrolments by 20%
3. To grow Pasifika alumni to 1500 active members for progression in both study and work



GOAL TWO: ESTABLISH PASIFIKA POWERFUL CONNECTIONS

STRATEGIES

- Increase and strengthen Pasifika stakeholder partnerships through schools, churches, businesses and industry, NGOs, government (both local and central) and other interested parties
- Strengthen community partnerships by working alongside the MIT Pasifika Community Advisory Board
- Create purposeful Pasifika cultural learning environments and spaces that support Pasifika engagement, learning and success
- Elevate MIT's voice in the community by sharing Pasifika success stories, key messages of who we are, what we do well and what value we can add to students, their families and communities

TARGETS

1. Increase external engagement with key stakeholders by active participation and engagement in our external forums by 100%
2. Complete the construction of the MIT Pasifika Fale
3. Increase external usage of the MIT Pasifika Community Centre by 30%
4. Have dedicated Pasifika spaces across MIT Otara and Manukau
5. Increase the number of external Pasifika engagements focused on Pasifika student success by 20%
6. Improve community perceptions results for Pasifika through the improvement of the net promoter score by 5%



GOAL THREE: STRENGTHEN ACADEMIC QUALITY

STRATEGIES

- Expand Pasifika culturally responsive curriculum and pedagogy across MIT
- Grow Pasifika applied research across MIT
- Grow Pasifika academic talent pool and strengthen Pasifika Academic Sub-Committee

TARGETS

1. Increase culturally responsive curriculum and pedagogy by 100% in all aspects of MIT programme design, development, delivery and evaluation
2. Increase Pasifika applied research and Pasifika evidence based practice by 30%
3. Increase the number of Pasifika academic staff from 6% to 10%



GOAL FOUR: GROW PASIFIKA CAPABILITY

STRATEGIES

- Develop and implement Pasifika talent strategy from recruitment through to selection, retention and succession
- Strengthen and support Fono Tagata Pasifika (MIT Pacific Staff Network)
- Increase Pasifika leadership opportunities across MIT
- Ignite Pasifika cultural intelligence opportunities for all staff

TARGETS

1. Increase proportion of Pasifika staff from 14% to 20%
2. Increase Pasifika leadership roles across MIT, from 11% to 20%
3. Improve Pasifika staff engagement and retention results by 5% in the annual MIT employee survey
4. Pasifika cultural intelligence is embedded, prioritised and informs MIT best practice in all areas



**MANUKAU
INSTITUTE OF
TECHNOLOGY**

Te Whare Takiura o Manukau

MIT Pasifika Development Office
mitpcc@manukau.ac.nz
(09) 968 - 7281