



Pasifika Strategic Framework

2021 – 2023

Ko e hakau 'o e 'aho
ni 'e hoko ko e motu
'apongipongi

The reef of today is the island
of tomorrow



Developed in conjunction with Otago Polytechnic's
External Pasifika Advisory Committee, April 2020

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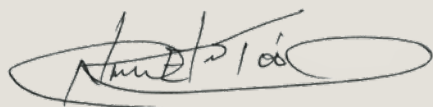
Greetings

Tālofa lava, kia orana, ni sa bula vinaka, fakaalofa lahi atu, tāloha ni, mālō e lelei, ia orana, halo olaketa, kam na mauri, alii, ekamwir-omo, fakatālofa atu, tēnā koutou katoa and warm Pacific greetings.

Welcome to Otago Polytechnic's newly revised Pasifika Strategic Framework (PSF). The first PSF was developed in 2015 with the help of our previous External Pasifika Committee under the guidance and leadership of Ali'itasi Lemalu, Sue Thompson and many of our community leaders and elders. It has served as an effective guide, enabling the institution to establish a positive direction to advance the education aspirations of our Pasifika communities.

This PSF will build on achievements made to date and continue to provide Otago Polytechnic with guidance on how best to incorporate the perspectives of Pasifika peoples into processes that impact on Pasifika learners and staff.

This PSF is dedicated to our former Chief Executive, Phil Ker, in recognition of his tremendous leadership, vision, support and guidance over the past 15 years. We acknowledge Phil's determination and outstanding service to our Pasifika learners, their families, and communities: "Ua faafetai, ua fa'afetai, ua malie mata i vaai, Ua tasi lava oe, ua tasi lava oe, I lo'u nei faamoemoe"



Nimo Elisara-Too

Pasifika Development Officer



Chief Executive's comments

I am pleased to introduce this second iteration of our Pasifika Strategic Framework (PSF), which supports Otago Polytechnic Ltd's Strategic Direction particularly in working with priority learners and partnering with our community.

The PSF has evolved as our relationship with the local Pasifika community and External Pasifika Committee has developed. This will guide us on our pathway to develop Otago Polytechnic as an inclusive place for Pasifika to learn and work as Pasifika.

I am confident that the priorities and objectives in this framework will build on the gains already made and provide further direction to Otago Polytechnic Ltd as a new subsidiary of Te Pūkenga, continuing to lift performance in relation to Pasifika learner success.



Dr Megan Gibbons
Chief Executive



Introduction

Otago Polytechnic's Pasifika Strategic Framework (PSF) articulates the educational aspirations of our Pasifika communities. The PSF represents a model based on community partnership, with the intention of building a tertiary system where Pasifika learners are encouraged, inspired, and supported to succeed.

The impetus to develop a PSF for Otago Polytechnic came from the External Pacific Advisory Committee (EPAC), a group of local Pasifika community leaders formed in 2012. The principal responsibility of the EPAC is to advise the Polytechnic's Executive Leadership Team on matters considered to be of importance to Pasifika communities, including the desire to increase the participation rates and successful outcomes of Pasifika learners.

The PSF is aligned with and informed by Otago Polytechnic's vision, mission, and strategic goals (Strategic Directions, 2017-2021). It provides a strategic foundation from which to further develop the strategic imperatives important to both Otago Polytechnic and the Pasifika communities it serves and is underpinned by the vision, '**Pasifika leading for the future**', which is supported by the saying:

Tu'utu'u le upega ile loloto
Cast your nets into the deep

This framework provides a:

- Way to conceptualise and express a vision for Pasifika development at Otago Polytechnic
- Pasifika perspective that informs educational strategies and programme provision and creates greater cohesion to Pasifika-focussed activities at the Polytechnic
- Roadmap on how to strengthen relationships, share information, build capability, and make progress on the educational priorities of mutual interest and benefit to both Pasifika communities (via the EPAC) and Otago Polytechnic



Priorities and Objectives

The priority areas reflect the need to continue to increase the recruitment, participation, retention, development and success of Pasifika learners and staff at Otago Polytechnic.

Otago Polytechnic recognises the need to reflect Pasifika expectations regarding equitable access to education and the acquisition of knowledge through the provision of an inclusive learning environment. This includes the development of quality programmes that incorporate Pasifika content, perspectives, and language options in curriculum, as and where appropriate.

These priority areas also reflect the ongoing need for visionary and accountable leadership alongside an increase in the number of Pasifika staff dispersed across Otago Polytechnic, which will inevitably contribute to Pasifika advancement – locally, regionally, nationally, and internationally.

The four objectives of this framework are to:

1. Empower Pasifika learners to succeed

It is important that we recognise the need for Pasifika learners to be empowered throughout their academic journey to ensure they succeed.

2. Grow and value Pasifika staff and leaders

This recognises the importance of growing the number of Pasifika staff and supporting them to pursue leadership roles within their communities and the Otago Polytechnic.

3. Align our objectives with the values upheld by our Pasifika communities – locally, regionally, nationally, and internationally

Every Pasifika individual stays true to the core values instilled in them by their aiga and their communities. This means that their values enrich and empower their journeys with the organisations they become part of. Aligning our aspirations with these will bring a richness to our own organisational values.

4. Increase staff capability to support Pasifika learners and engage in the Pasifika community

Supporting staff to have the skills and knowledge to engage with and advocate for Pasifika learners. This will lead to a deeper understanding of how they can successfully guide learners to achieve positive and meaningful outcomes.

These objectives are also informed by the Tongan proverb:

Ko e hakau 'o e 'aho ni 'e hoko ko e motu 'apongipongi
The reef of today is the island of tomorrow

OBJECTIVE ONE

Empower Pasifika learners to succeed.

OUTCOMES

1. Schools' Liaison and other relevant networks are utilised to maximise the opportunities for Pasifika learners to transition into Otago Polytechnic.
2. Increase in Pasifika learner outcomes, including:
 - a. Numbers enrolled
 - b. Engagement in learning
 - c. High rates of satisfaction
 - d. Completion and graduation
 - e. Successfully scaffolding into employment and/or further study.
3. Otago Polytechnic's environment and organisational culture is inclusive of Pasifika values (NB: an annual survey canvases the needs and satisfaction rates of Pasifika learners, which informs future planning):
 - a. Pasifika learners feel welcome, included, valued, and have a strong sense of belonging
 - b. Teachers and support staff are culturally aware and responsive to the needs of Pasifika learners
 - c. There is an integrated approach to Pasifika learner support, whereby they are fully informed of supports available, developmental opportunities and career options
 - d. Family are encouraged to be part of the learning process, celebrations, and other formal occasions
 - e. Pasifika learners' scaffold into further study or employment
 - f. Pasifika voice must be encouraged.
4. To provide an outstanding learning experience for Pasifika learners.
 - a. Create a platform for Pasifika voice to be heard.
5. Data and research pertaining to Pasifika learner success:
 - a. Identifies enablers and barriers to Pasifika learner success
 - b. Informs Otago Polytechnic's strategic direction, quality improvement and decision-making processes
 - c. Helps to define what 'excellence' looks like re: Pasifika learner success
 - d. Provides exemplars of good practice across Otago Polytechnic.

MEASURES OF SUCCESS

- > Otago Polytechnic's annual reporting processes (e.g. APRs and ASRs) and Learner Satisfaction and Graduate Outcomes Surveys show improvements in Pasifika learner outcomes and levels of satisfaction from the previous year, such as:
 - Participation (i.e. increase in the proportion of Pasifika learners)
 - Retention and progression
 - Completion (i.e. increase in course, cohort, and qualification completions)
 - Satisfaction (i.e. across a range of measures)
- > Improved outcomes for Pasifika learners in programmes that have previously been identified as low performing is evident and sustained over time.
- > Institutional data and evidence gathered through research is used to inform strategy, improve processes, and enhance practice, which correlates to improved outcomes for Pasifika learners.

OBJECTIVE TWO

Grow and value Pasifika staff and leaders.

OUTCOMES

1. Increase the number and overall proportion of Pasifika staff at Otago Polytechnic, including in leadership roles
2. HR processes are conducive to the recruitment, retention, and development of Pasifika staff
3. Pasifika staff:
 - a. Are supported, valued, and recognised for their contributions to Otago Polytechnic and their communities
 - b. Have opportunities to access professional development relevant to their role and/or Pasifika learner success
 - c. Are supported to live and work as Pasifika at Otago Polytechnic
 - d. Feel supported by their formal leader to engage in professional groups specific to Pasifika education, e.g. APSTE (Association of Pasifika Staff in Tertiary Education)
4. A Pasifika leadership role is established and appropriately resourced
5. An Internal Pasifika Advisory Committee (IPAC) is established and resourced to meet in a culturally appropriate way
6. Pasifika staff are represented on Otago Polytechnic's External Pasifika Advisory Committee (EPAC) by a member of the IPAC.

MEASURES OF SUCCESS

- > Annual reporting shows an increase in the number of Pasifika staff (from a 2019 baseline), with the proportion matching that of Pasifika learners by 2022.
- > Pasifika staff turnover rate is lower than or equal to that of non-Pasifika staff.
- > Pasifika staff report feeling supported and valued at Otago Polytechnic, are recognised for their contributions, and have access to PD relevant to their role and/or Pasifika learner success (WES).
- > Pasifika staff are satisfied with their work environment and affirm Otago Polytechnic as a safe place to work as Pasifika.
- > The Pasifika leadership role, IPAC and EPAC are established, resourced, and meeting the mutual interests and needs of their communities, as well as the strategic imperatives of Otago Polytechnic.

OBJECTIVE THREE

Navigate in time with the Pasifika community – locally, regionally, nationally, and internationally.

(i.e. engagement with relevant Government bodies and Pasifika communities, advocating for Pasifika interests and celebrate Pasifika learner achievement).

OUTCOMES

1. As a TEI, Otago Polytechnic engages with relevant Government bodies on Pasifika-related initiatives and strategies to advocate for Pasifika interests.
2. Otago Polytechnic staff engage with Pasifika communities, via EPAC, to exchange information, and explore opportunities that of mutual interest and benefit, e.g.:
 - a. Engage Pasifika communities in the mentoring and pastoral care of Pasifika learners (NB: consider formalised partnerships with Pasifika church and community leaders)
 - b. Have a Pasifika presence at the Otago Careers Festival, Polyfest and National Youth Week
3. With a focus on Pasifika learner success, Otago Polytechnic staff regularly engage with Otago Polytechnic's Pasifika staff via the IPAC.
4. Pasifika learner and staff achievements are appropriately celebrated, showcased and promoted.
5. Funding to support further scholarship opportunities for Pasifika learners is secured (i.e. to build on the current Otago Polytechnic Community Pacific Island Scholarships and Secondary School Recognition Awards).
6. A strong and mutually beneficial relationship exists between Otago Polytechnic's IPAC and the University of Otago Pacific Islands Centre (e.g. University of Otago learners can be sourced as peer tutors, and vice versa).
7. Establish a Pasifika Alumni network and ensure inclusion of one Pasifika alumnus in Otago Polytechnic's annual Distinguished Alumni Awards.

MEASURES OF SUCCESS

- > Otago Polytechnic engagement with relevant Government bodies occurs and effects positive outcomes for Pasifika development at Otago Polytechnic and the Pasifika community which it serves.
- > EPAC established and is meeting the needs of Pasifika communities, Pasifika learners, their families, and Otago Polytechnic
- > Annual reporting shows increased rates of satisfaction with Otago Polytechnic's consultation, decision-making and engagement processes (i.e. among EPAC and the wider community).
- > The Otago Careers Festival, Polyfest and National Youth Week all benefit from an Otago Polytechnic Pasifika presence.
- > Statistics gathered and analysed from the Secondary Schools' Recognition award recipients, regarding the significance and uptake of scholarships from these awards (EBS Student Management System Reports).
- > Otago Polytechnic staff engage with Pasifika Development team and IPAC to share information and best practice to effectively engage with Pasifika learners.
- > Pasifika learner and staff achievements are celebrated, showcased, and promoted via Otago Polytechnic's official communication channels, website, and social media platforms.
- > The relationship between Otago Polytechnic's IPAC and the University of Otago Pacific Islands Centre is strong and yielding multiple benefits for each group.
- > A Pasifika Alumni group is established
- > A Pasifika alumnus is recognised in Otago Polytechnic's Distinguished Alumni Awards every year.

OBJECTIVE FOUR

Increase staff capability to support Pasifika learners and engage in the Pasifika community.

OUTCOMES

1. Otago Polytechnic staff are provided with professional development opportunities to develop their cultural awareness regarding various Pasifika cultures.
2. In partnership with the IPAC and EPAC, Good Pasifika Practice Guidelines are developed for staff, which:
 - a. are disseminated and workshopped
 - b. facilitate learning and teaching practices that are respectful, inclusive, and responsive to a range of Pasifika cultures
 - c. provide advice and guidance on how to best engage with Pasifika learners and their communities
 - d. increase the level of cultural capability among both academic and professional staff
 - e. are monitored for effectiveness through Otago Polytechnic's APR process.
3. Culturally inclusive and responsive practices pertaining to Pasifika cultures are evident in the pedagogical practices of teaching staff, as are high expectations for Pasifika learners.
4. Pasifika events hosted by Otago Polytechnic are supported by staff, evident through their attendance and willingness to participate and engage.

MEASURES OF SUCCESS

- > Professional Development that grows the cultural awareness of staff regarding Pasifika cultures is developed or sourced externally and included on Otago Polytechnic's staff development programme annually.
- > People & Culture and Performance Excellence processes show an increase in the cultural capability of staff regarding various Pasifika cultures (i.e. APRs/ASRs, TPPs/IPP, WES, etc.)
- > Good Pasifika Practice Guidelines are developed, disseminated, socialised, and workshopped with Otago Polytechnic staff to raise awareness and develop understanding (re: Pasifika learner engagement and success).
- > The effectiveness of these guidelines is monitored and reported on via Otago Polytechnic's APR process.
- > Otago Polytechnic's annual reporting process (e.g. APRs/ASRs) and Learner Satisfaction and Graduate Outcomes Surveys show improvements in Pasifika learner outcomes and levels of satisfaction from the previous year by 15%.
- > A visible increase in staff attending and actively participating in Pasifika events hosted by Otago Polytechnic.



Review of PSF

The objectives, outcomes, and measures of this Pasifika Strategic Framework will inform (and be informed by) engagement and consultation with the External Pacific Advisory Committee, which meets quarterly.

This Pasifika Strategic Framework will be reviewed biennially in partnership with the External Pacific Advisory Committee to ensure it is a dynamic strategy and remains relevant. The timing of this two-yearly review will align with Otago Polytechnic's internal reporting processes and culminate in a biennial PSF Report that is presented Otago Polytechnic's Executive Leadership Team and Council.

Acknowledgements

We acknowledge the support and guidance of the following people in helping us review and update this Pasifika Strategic Framework:

- Internal Pasifika Advisory Group (2019/2020)
- Otago Polytechnic External Pasifika Advisory Committee (2019/2020)
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- Desiree Williams and Te Punaka Ōwheo
- Brayden Murray and Learner Services
- Ana Teofilo for the Pasifika pattern design
- Kimberly Bates for the featured photo
- Mathew Te'o for the pattern design on the cover

ON THE INSIDE

Leadership, 2020

by Ana Teofilu

Master of Visual Art (2019)

Ana Teofilu is a painter, carver, and an Otago Polytechnic graduate with a Master of Visual Art.

Concept: Mixed patterns represent different cultures coming together as one. Patterns are laid out in a form of a band. Meaning banding together to work and move as a community. The significance of the patterns represent growth, self improvement, journey and togetherness.



ON THE COVER

Mathew Te'o

Bachelor of Design – Product (2019)

Concept: The conch shell shape represents the sound of Polynesia, the conch sound is used to call meetings in the villages and special events are often marked with sounding the blowing of the conch.

The arrows surrounding the circle represents the navigation of our forefathers around the Pacific, and the blue represents the colour of the ocean.



LEARNER PROJECT

Le Cabinet

by Kimberly Bates
Bachelor of Design –
Product (2019)

Concept: Le Cabinet was conceived through the need for beautiful storage space that could be utilised within the interiors of homes, cherished as a piece of art and used to enhance our lives.



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