

Pacific Plan 2011-2013

On 30 September 2009, Council approved a Statement of Strategic Intent on behalf of the University.¹ Drawing on the key themes of Challenge, Concentrate and Connect from that Statement of Strategic Intent, the primary components of the Pacific Plan are to:

Rise to the **Challenge** of achieving higher levels of Pacific participation, retention and success

Concentrate on promoting and supporting excellence in research, teaching and learning by and about Pacific peoples.

and

Connect with Pacific communities, agencies and other educational providers to ensure that Pacific engagement with higher education is strengthened.

In the pages that follow long-term goals and strategic priorities have been identified in relation to each of these three themes.² Progress with the implementation of the Pacific Plan will be reported on half-yearly to the Pacific Peoples' Advisory Group and to the Senior Management Team.

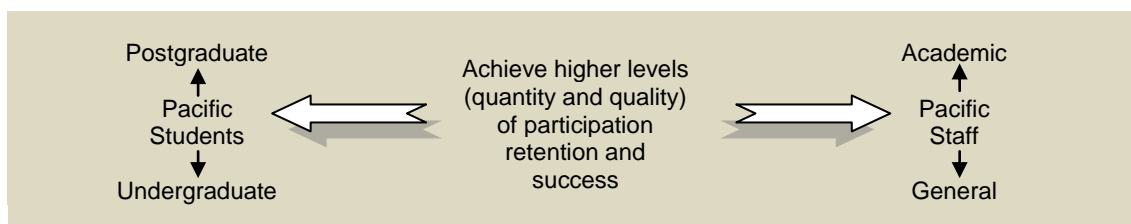
*Professor Ian Town
Deputy Vice-Chancellor and
Chair of the University of Canterbury Pacific Peoples' Advisory Group (PPAG)
17 November 2010*

¹ See <http://www.canterbury.ac.nz/theuni/plans>

² The Pacific Plan was developed by a working group that comprised Malakai Koloamatangi (National Centre for Research on Europe and Chair), Yvonne Crichton-Hill (School of Social and Political Sciences), Amosa Fa'afai (School of Māori, Social and Cultural Studies), Siale Faitotonu (Civil and Natural Resources Engineering), David Gegeo, (Macmillan Brown Centre for Pacific Studies), Liz Keneti (Student Recruitment and Development Unit), Amanaki Misa (Ministry of Pacific Island Affairs), Jale Moala (Christchurch Press and Canterbury Fiji community), Kose Seinafo (Ministry of Education), Russell Taylor (School of Biological Sciences) and Bob Hall (Director of Strategic Planning).

Key Result Area 1: Challenge

Rise to the Challenge of achieving higher levels of Pacific participation, retention and success



LONG-TERM GOALS

In this key result area the University's long-term goals are:

1. To increase participation, retention and completion rates of Pacific students at all levels throughout the University
2. To increase the number of Pacific students studying at postgraduate level
3. To increase the levels of mentoring and support for Pacific staff and students
4. To increase the number of Pacific staff throughout the University

STRATEGIC PRIORITIES³

Strategic priorities over the period of this plan will be...

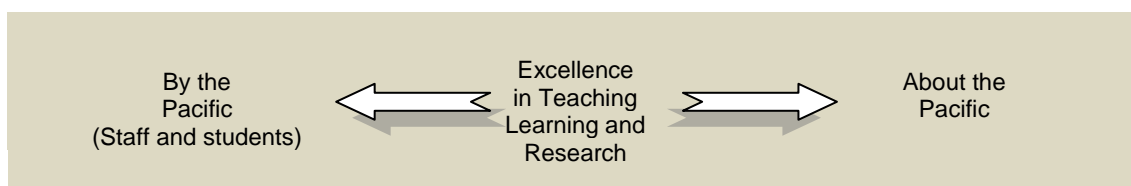
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|---|---|
| 1. Develop and implement programmes and initiatives to increase participation rates of Pacific students across the University | Responsibility
Senior Pacific Advisor and PVCs |
| 2. Develop and implement programmes and initiatives to increase retention and completion rates of Pacific students | Senior Pacific Advisor and PVCs |
| 3. Ensure that Pacific students enrol and succeed in areas of traditional under-representation within the University | Senior Pacific Advisor and PVCs |
| 4. Develop specific initiatives to increase Pacific postgraduate numbers | Senior Pacific, Advisor, PVCs and AVC Research |
| 5. Increase the number and value of University scholarships available to Pacific students - undergraduate and postgraduate | PVCs and Dean of Postgraduate Studies |
| 6. Foster and promote academic excellence among Pacific students | Senior Pacific Advisor and PVCs |
| 7. Actively recruit, mentor and support Pacific staff at all levels | Director of Human Resources and PVCs |
| 8. Develop and implement professional development programmes for Pacific staff | Director of Human Resources and PVCs |

See Appendix for key performance indicators

³ Colleges and relevant Service areas will be encouraged to develop work plans with more detailed responsibilities and timelines for achieving the above priorities. This activity will be coordinated by the Senior Pacific Advisor in conjunction with the Pacific Plan Working Group.

Key Result Area 2: Concentrate

Concentrate on promoting and supporting excellence in teaching, learning and research by and about Pacific peoples



LONG-TERM GOALS

In this key result area the University's long-term goals are:

1. To consolidate and enhance the role of the Macmillan Brown Centre for Pacific Studies and the Macmillan Brown Library in Pacific teaching, learning and research⁴
2. To increase Pacific research and teaching capability across the University
3. To increase support for learning by and about Pacific peoples across the University
4. To increase the awareness and appreciation of Pacific culture among all staff

STRATEGIC PRIORITIES

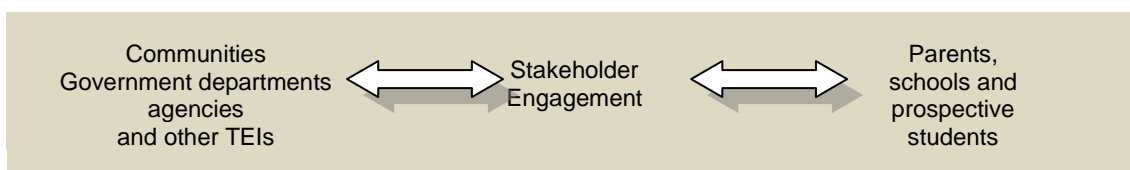
Strategic priorities over the period of this plan will be...

	Responsibility
1. Complete the review of Macmillan Brown and consider recommendations	Deputy Vice-Chancellor
2. Complete a stock take of Pacific content in current curricula with a view to identifying and promoting Pacific pathways and content for all students	Senior Pacific Advisor in conjunction with the AVC Academic and PVCs
3. Provide effective professional development and support programmes for all staff who teach Pacific courses, content and students	Director of Human Resources and PVCs
4. Develop and implement programmes to ensure that staff provide effective and appropriate role modelling and mentoring for Pacific students	Senior Pacific Advisor and Director of Human Resources
5. Complete a stock take of Pacific research on campus and establish Pacific research priorities and protocols	Director of Macmillan Brown and AVC Research
6. Encourage the use of Pacific values, epistemologies and methodologies in carrying out research	Director of Macmillan Brown and AVC Research
7. Provide effective support for staff and postgraduate students engaged in Pacific research	Director of Macmillan Brown and AVC Research
8. Encourage staff and postgraduate research students to carry out research in the Pacific	Director of Macmillan Brown and AVC Research
9. Apply for international funding to support Pacific research	Director of Macmillan Brown

⁴ In April 2010 the Deputy Vice-Chancellor commissioned a formal review of the Macmillan Brown Centre for Pacific Studies and the Macmillan Brown Library. The review is expected to be completed by the end of September 2010.

Key Result Area 3: Connect

Connect with Pacific communities, agencies and other educational providers to ensure that Pacific engagement with higher education is strengthened



LONG-TERM GOALS

In this key result area the University's long-term goals are:

1. To consolidate the role of the Macmillan Brown Centre for Pacific Studies and the Macmillan Brown Library in ensuring effective engagement with Pacific communities nationally and internationally
2. To extend and maintain strong, collaborative and mutually beneficial relationships with Pacific communities, government departments and agencies⁵
3. To maintain and extend collaborative Pacific links with other educational providers
4. To ensure the effective transfer and practical application of research relevant to Pacific communities

STRATEGIC PRIORITIES

Strategic priorities over the period of this plan will be...

	Responsibility
1. Enhance Macmillan Brown's role in ensuring effective engagement with Pacific communities and the Pacific region	Director of Macmillan Brown and DVC
2. Maintain and strengthen links with Pacific communities as a means of sharing information and increasing mutual respect	Senior Pacific Advisor, DVC and PVCs
3. Maintain and strengthen links with relevant central and local government departments and agencies in order to share information and enhance the University's profile	Senior Pacific Advisor, DVC and PVCs
4. Maintain and strengthen links with primary and secondary schools with significant populations of Pacific students	Senior Pacific Advisor and PVCs
5. Strengthen links with other tertiary educational institutions as a means of encouraging collaboration on Pacific research initiatives as well as facilitating pathways and staircasing Pacific students	DVC, PVCs and Senior Pacific Advisor
6. Maintain and strengthen Pacific links with Māori staff and students	Senior Pacific Advisor and AVC Māori

⁵ Such as The Ministry of Pacific Islands Affairs, the Ministry of Education, the Ministry of Health, the Ministry of Social Development and the Department of Labour.

Appendix: Key Performance Indicators

All Pacific Students ⁶		Trend		Forecast	Targets		
Impact	Input commitments	2008	2009	2010	2011	2012	2013
An increase in the number of Pacific Students	Total Headcount	429	426	429	442	450	463
	Total EFTS ⁷	337	342	335	345	352	362
	Percentage of all EFTS	2.3%	2.2%	2.2%	2.3%	2.4%	2.5%

All Pacific Students by Qualification Level		Trend		Forecast	Targets		
Impact	Input commitments	2008	2009	2010	2011	2012	2013
An increase in the number of Pacific students (EFTS) at higher levels of study	Sub-degree	27	28	16	15	10	0
	Undergraduate	274	281	283	292	300	319
	Postgraduate taught	24	14	17	18	19	20
	Postgraduate research	12	19	20	21	23	23
	Total Pacific EFTS	337	342	335	345	352	362

All Pacific Students (EFTS) by College		Trend		Forecast	Targets		
Impact	Input commitments	2008	2009	2010	2011	2012	2013
A more even spread of Pacific students (EFTS) across Colleges	Arts	88	84	101	103	106	115
	Business and Economics	42	48	57	59	60	64
	Education	73	70	51	53	54	60
	Engineering	50	54	55	57	58	60
	Science	45	46	43	44	45	47
	Law	13	15	14	14	15	16

Pacific Educational Performance		Trend		Forecast	Targets		
Impact	Output commitments	2008	2009	2010	2011	2012	2013
An increase in the educational performance of Pacific SAC-eligible (domestic) students	Course completions	58.9%	60.4%	63%	63%	64%	65%
	<i>All domestic students</i>	82.8%	82.0%	82%	83%	83%	84%
	Qualification completions	43.0%	37.2%	40%	42%	44%	46%
	<i>All domestic students</i>	71.0%	65.6%	66%	69%	72%	75%
	Retention	72.2%	72.8%	73%	74%	74%	75%
<i>All domestic students</i>	81.5%	84.0%	84%	84%	85%	85%	

Pacific Staff		Trend		Forecast	Targets		
Impact	Input commitments	2008	2009	2010	2011	2012	2013
An increase in the number of Pacific staff (FTEs)	Pacific Academic Staff	4.0	4.5	5	6	7	8
	<i>% of all academic staff</i>	0.56%	0.62%	0.6%	0.6%	0.7%	0.7%
	Pacific General Staff	10.8	12.3	13	14	15	16
	<i>% of all general staff</i>	1.02%	1.10%	1.10%	1.15%	1.18%	1.20%
	Pacific Technical Staff	1.0	2.0	2	2	2	2
	<i>% of all technical staff</i>	0.62%	1.22%	1.22%	1.22%	1.22%	1.22%
	Total Pacific Staff	15.8	18.8	20	22	24	26
	<i>% of all staff</i>	0.81%	0.93%	1.0%	1.02%	1.04%	1.06%

⁶ At the 2006 Census, 2.3% of the Canterbury Region population identified as Pacific (c.f., New Zealand 6.9%). Of Canterbury Region school leavers who left school in 2008 with a university entrance qualification, 1.4% identified as Pacific. In 2010, 1.9% of the University's First-Year-in-Tertiary students identified as Pacific.

⁷ This includes Domestic as well as international Pacific EFTS