

# Unitec Research Strategy 2020 – 2024

*NB – in keeping with Unitec process on strategies, a separate action plan will outline how we implement the actions, how we show the progress of that implementation and what indicators we use to measure success. This will follow approval of this draft research strategy.*

## **Vision**

To undertake research of excellence that aligns to Te Tiriti o Waitangi and has transformative outcomes for the communities we serve.

## **Mission**

We undertake impactful research in order to provide significant economic, social, cultural and environmental benefits to Māori, New Zealand communities, industries and the environment. We do this by igniting the power of our founding document, Te Tiriti o Waitangi, partnering with tangata whenua, our communities and industry. This partnering is at the heart of our value proposition and is fundamental to research from the beginning of the research process, through to the dissemination of the outcomes. Unitec's strengths lie in its kaupapa Māori capability, its applied and practical focus, its mixture of programmes involving research and enterprise at postgraduate and undergraduate levels, and its strong relationships with community and industry. We will develop these strengths through focused, sustainable research and enterprise activity that is Treaty aligned, integrated with teaching and learning and undertaken within networks of stakeholders and partners, enabling effective knowledge transfer. In these networks we aim to contribute to better knowledge bases for decision making, improved wellbeing, socioeconomic resilience, cultural diversity, flourishing communities and improved productivity, policy, technologies, products or processes.

## **Background**

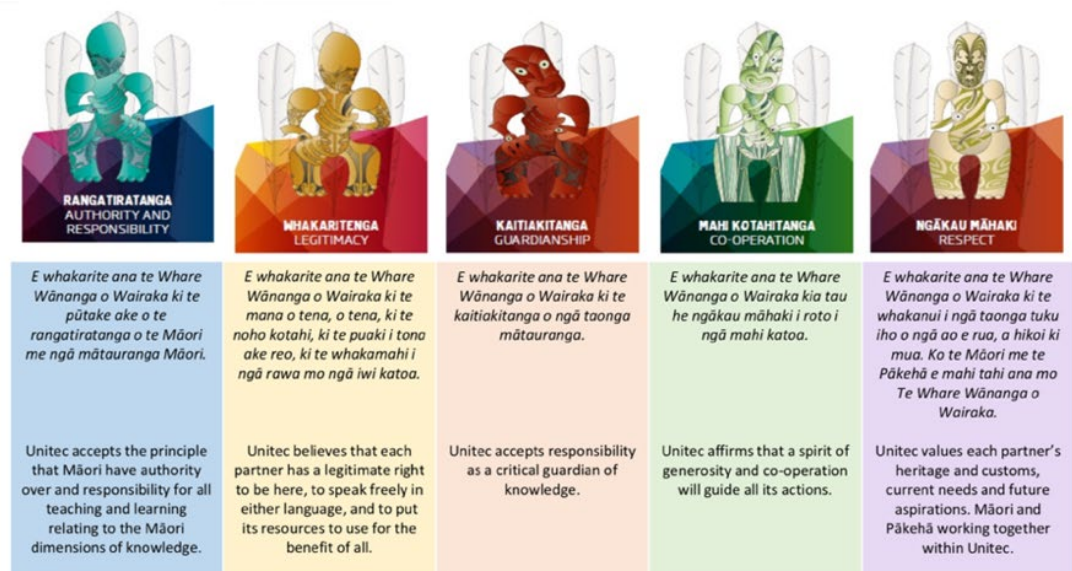
During the 2015 – 2019 Research Strategy period, three Strategic Research Foci were developed: the Cybersecurity Focus, the Applied Molecular Solutions Focus and the Kaupapa Māori Focus. Through mechanisms such as the Research Voucher Scheme, the strategy successfully drove institutional change toward higher levels of industry-partnered research resulting in many funded projects. Coupled with an emphasis on building staff capability and research leadership, Unitec has experienced growth in its research, with externally funded research increasing by 450%, increased external partnering with 184% more industry-funded projects, improvement in excellence with a 97% success rate through the PBRF Quality Evaluation and increased NZQA compliance with 91% of degree programmes research compliant. The Kaupapa Māori Focus led to the appointment of two highly respected Māori professors, and the establishment of Ngā Wai a te Tūi Māori and Indigenous Research Centre, which is now leading numerous externally funded projects, including an Endeavour Fund Research Programme and a National Science Challenge project.

This next strategic period will see Unitec continue investing in our Strategic Research Foci with an emphasis on rangatiratanga, embedding a flourishing, diverse and sustainable research culture and weaving strong, enduring industry/community partnerships.

## **Te Tiriti o Waitangi and Te Noho Kotahitanga**

Unitec will uphold Te Tiriti o Waitangi, the founding document of our nation and its principles, through our research. Our commitment to Te Noho Kotahitanga, which express Unitec's Treaty partnership and its principles, underpins the values and kaupapa of our organisation, including our approach to research.

<i>Rangatiratanga</i>	Authority and Responsibility
<i>Whakaritenga</i>	Legitimacy
<i>Kaitiakitanga</i>	Guardianship
<i>Mahi Kotahitanga</i>	Co-operation
<i>Ngākau Māhaki</i>	Respect



## Vision Mātauranga

Unitec acknowledges and actively supports staff in engaging with the Vision Mātauranga policy as outlined by the Ministry of Business, Innovation and Employment. The policy aims to unlock the innovation potential of Māori knowledge, resources and people to assist New Zealanders to create a better future.

## Code of Practice and Research Ethics

Research at Unitec will function within Ngā Tikanga Whakahaere (Unitec's Code of Conduct) and the research-specific Code of Professional Standards and Ethics developed by the Royal Society Te Apārangi. All human research is conducted with guidance from the Unitec Research Ethics Committee, an accredited research ethics committee, and animal research is overseen by an approved committee.

## Priorities

The Unitec Research Strategy 2020 – 2024 has three key priorities which underpin our goals, our actions and the way we measure success:

<b>Priority One</b>	Research that is aligned with Te Tiriti o Waitangi
<b>Priority Two</b>	A flourishing, collaborative research culture
<b>Priority Three</b>	Partnered research and innovation

### Priority One – Research that is aligned with Te Tiriti o Waitangi

Unitec will ensure that its support for research, governance and processes is aligned with Tiriti o Waitangi. In this way, Unitec will exemplify leadership in Māori research in the NZIST sector and in Aotearoa. The principle of rangatiratanga expressed through our partnership document, Te Noho Kotahitanga, will apply to research at Unitec: that Māori will have authority over and responsibility for all research related to Māori dimensions of knowledge. Vision Mātauranga will be integrated into all

research processes and researchers will be supported to understand and fulfil these requirements. We will resource and grow the numbers and capability of Māori researchers, including Māori supervisors of our postgraduate programmes. We will actively seek and maintain partnerships with iwi, hapū, Māori businesses, institutions and peak Māori bodies. We will evolve our research office appropriately to ensure Māori research governance and rangatiratanga.

**Goal One**            Unitec has strong Māori research leadership, capability, excellence, partnerships, processes and governance.

*Actions:*

- Review research policy, guidelines and processes to ensure rangatiratanga
- Review all funding frameworks, guidelines and processes to incorporate Vision Mātauranga
- Increase Māori postgraduate supervisors and student scholarships
- Provide professional development by Māori for Māori researchers and postgraduate supervisors
- Support and resource Ngā Wai a te Tūi appropriately
- Review capability and plan for institutional research co-governance and leadership
- Tell stories of Māori research projects, outcomes and success

**Priority Two - A flourishing, collaborative research culture**

Unitec will grow a productive, diverse, student integrated, engaged and sustainable research workforce with the necessary resourcing and infrastructure. There will be an inclusive pipeline of support for developing the capability of our people and empowering them toward transformative outcomes for our communities; from the beginnings of their research independence through to leadership at the highest level, as expressed in Unitec's Research Competencies. Grounded in Te Tiriti and Te Noho Kotahitanga partnership, this will be inclusive and provide opportunity for the diverse cultures and individuals who make up our institution and the varied nature of that activity we call research and its related enterprises. This pipeline will be aligned with and actively support the initiatives at the heart of Te Manaakitia te Rito, Unitec's Renewal Strategy.

**Goal Two**            The diverse people of Unitec have fit-for-purpose capability development and support toward sustainable, collaborative research productivity and excellence

*Actions:*

- Provide high quality, diverse, multi-level research professional development
- Implement formalised research planning at individual and School level
- Support degree teachers to be research engaged
- Increase research excellence and productivity
- Develop Research Groups in every School offering degree programmes
- Develop Research Centres, facilitate concomitant business planning and annual evaluations
- Support Strategic Research Foci
- Support emerging and early career researchers; grow leaders
- Collate, authenticate, sustainably disseminate and publicise research
- Support and resource postgraduate student research
- Increase student involvement in research
- Foster research into Wairaka, our place; the natural environment, history and wairua
- Embed sustainability into all funding guidelines

**Priority Three - Partnered research and innovation**

Research at Unitec will concentrate on opportunities and problems identified by Māori, industry and community partners. Strong, enduring partnerships will be facilitated and valued, with investment in

capacity building, innovation and leadership in this space. The reciprocity created by these partnerships will enhance opportunity for student work-integrated learning.

**Goal Three** Research that is industry/community partnered and promotes innovation

*Actions:*

- Weave, ignite and nurture long-term partnerships across community, academia and industry
- Facilitate subsidised research consultancy
- Implement industry/community-partnered postgraduate research scholarships
- Provide industry partnering, IP, innovation and commercialisation advice and practical support
- Develop reputation through the establishment of Research Centres with strong partnerships
- Identify areas of future importance and opportunity; Research Sandpits

**Research Sandpits have:**

- the values of Te Noho Kotahitanga
- high societal need
- student-involved research and learning potential
- existing external partnerships
- cross-school transdisciplinary opportunity

**Potential future directions (Manaakitia te Rito)**

Business, finance and professional services	Education and training
Māori and indigenous research	Environmental sciences
Construction and infrastructure	Manufacturing and services
Health and wellbeing	Creative industries and arts
Transport and logistics	Computing and services

## Glossary

**Ngā Tikanga Whakahaere** – Unitec’s Code of Conduct

**NZIST** – the New Zealand Institute of Skills and Technology incorporating 16 Institutes of Technologies and Polytechnics

**Research Centres** – Formally structured research institutes governed by the Unitec Research Committee

**Research Competencies** – Detailed description of what it means to be research competent at Unitec

**Research Groups** – Informal groups of researchers around a theme, identified in School Research Plan

**Research Sandpits** - areas of future research importance and opportunity

**Strategic Research Foci** – Research Centres which receive seed funding from Unitec

**Te Manaakitia te Rito** – Unitec’s Renewal Strategy 2019 – 2022

**Te Noho Kotahitanga** – Unitec’s Partnership agreement under Te Tiriti and our values

**Te Tiriti o Waitangi** – the founding document of Aotearoa, New Zealand