

# Staff Engagement Hui:

A proposal for Tiriti-based co-leadership for  
Tāmaki Makaurau at Unitec and MIT

August 2021



# Karakia Timatanga

Manawa mai te mauri nuku  
Manawa mai te mauri rangi  
Ko te mauri kei au  
He mauri tipua  
Kā pakaru mai te pō  
Tau mai te mauri  
Haumi e  
Hui e  
Tāiki e

# Agenda

- Welcome - opening karakia
- Purpose of today's hui
- Background and context
- What is proposed?
- What are the benefits of Te Tiriti-based co-leadership?
- The options we have considered so far
- Proposed way forward
- Next steps
- Closing karakia

# Purpose of today's hui

- To explain the rationale for our proposal to move to a co-leadership model for Tāmaki Makaurau at Unitec and MIT.
- To outline the proposed timeframe and process for engagement, consultation and the potential introduction of a co-leadership model at Unitec and MIT.
- To give you an opportunity to provide feedback on the proposals, before any final Board decisions are made.

# Background - Our Institute

- Since August 2020, serious concerns have been raised regarding the new governance structure, the single CE appointment and the subsequent ELT integration across MIT and Unitec.
- These concerns were raised by Te Rūnanga o Te Whare Wānanga o Wairaka and Te Rōpū Mataara (Māori staff collective) in a series of hui and written communication to the Unitec / MIT Board, Te Pūkenga leadership and Council and the Minister of Education.
- On the 26th of March a hui whakawātea, led by Te Rōpū Mataara, was pivotal in bringing together representatives from the Unitec/MIT Board, Te Pūkenga and our CE, to find a positive way forward in the spirit of Te Noho Kotahitanga.
- Subsequently, intensive hui with the CE have continued and focused on the exploration of Te Tiriti based co-leadership, as a way to begin to restore and resolve relationships between Treaty partners.

# Background – The Sector

- The creation of Te Pūkenga, will bring together both provider-based and in-work learning into the new institute and formally begins in 2023.
- The Education and Training Act 2020 and the Minister of Education clarified the expectations of Te Pūkenga to recognise and reset tertiary education for all learners, especially taurira Māori.
- The proposed co-leadership aligns with expectations and aspirations of Te Pūkenga for Te Tiriti o Waitangi excellence.

*“I expect NZIST to demonstrate genuine commitment to Te Tiriti o Waitangi and the principles that underpin the relationship between Government and Māori. Under Te Tiriti, the Government, education sector agencies and Crown entity providers have joint responsibility with Māori to ensure the education system delivers with and for Māori”*  
(Chris Hipkins, March 2021).

# Te Noho Kotahitanga – Our values

- Te Tiriti based co-leadership honours Te Noho Kotahitanga.
- This work is a continuation of the legacy of rangatira before us who upheld te mana Māori, mātauranga Māori and Te Ao Māori.
- Rangitira who are no longer with us – Tā Te Ahikaiata Turei
- Rangatira who are still with us – Hare Paniora, Haare Williams.
- Our commitment to Te Noho Kotahitanga seeks to enhance outcomes for all students and establish meaningful and enduring community partnerships.
- Te Noho Kotahitanga was foundational in the development of the Māori Success Strategy, and our institutional strategy, Manaakitia te Rito.
- Te Noho Kotahitanga was central to uniting us through a difficult time and lifting our EER Category rating.

# Drivers of Change

- Honours the principles of Te Tiriti o Waitangi, aligns with the expectations of Te Pūkenga, and supports Te Noho Kotahitanga and MIT's values.
- Improves our focus on the success of all learners across Tāmaki Makaurau, especially tauira Māori.
- Provides an effective and culturally safe learning and teaching environment for tauira and kaimahi Māori.
- Recognises the value of a bi-cultural approach to leadership at the two institutions.
- Acknowledges and strengthens the work of dedicated past and present Māori leaders across both institutions.



# The options we have considered so far

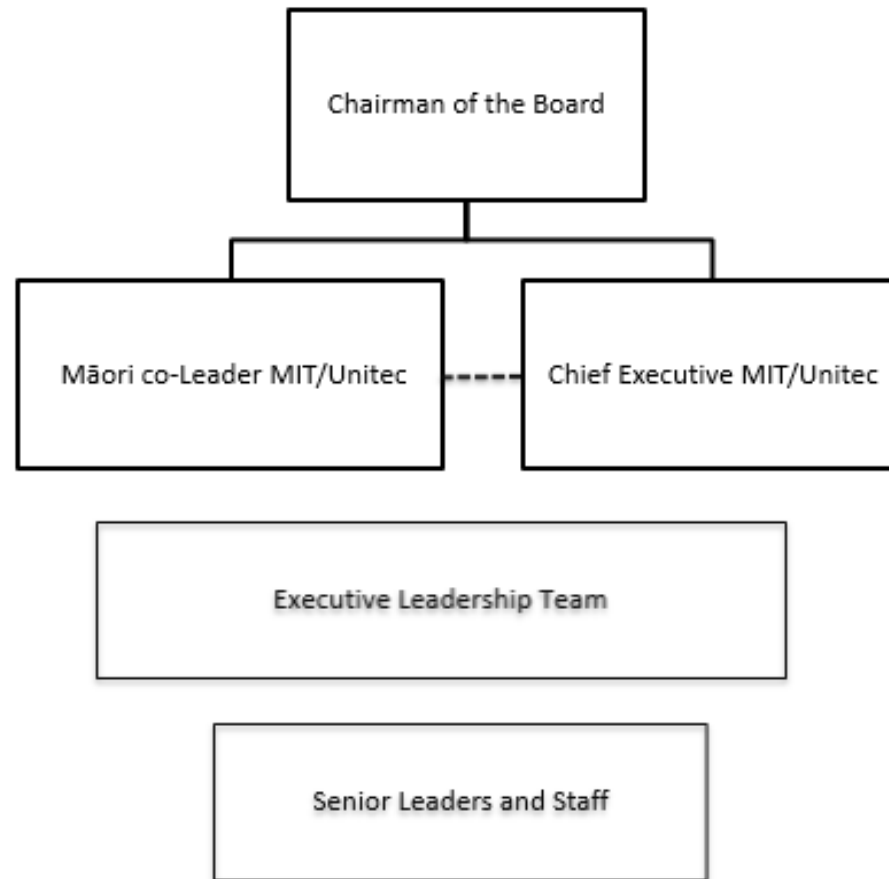
- |                 |   |
|-----------------|---|
| <b>Option 1</b> | CE and Te Tumu / DCE Strategy for Unitec and MIT (this is the current organisational structure for the integrated leadership team at Unitec/MIT).         |
| <b>Option 2</b> | Senior Māori leader with designated leadership functions but a limited role in the management of the organisation.  |
| <b>Option 3</b> | <b><i>Partnered approach, with substantive authority and responsibility assigned to the Māori co-leader and a direct reporting line to the Board.</i></b> |
| <b>Option 4</b> | Dual CEs, with joint authority and responsibility-sharing.  |



# What is being proposed ?

- The establishment of a new **Māori co-leader** position for Unitec and MIT.
- A co-leadership model based on a Te Tiriti o Waitangi **partnership approach, with substantive authority and responsibility assigned to the Māori co-leader, this position will also report directly to the Board.**
- The CE would retain ultimate accountability across both institutes, while the day-to-day roles and delegations for both positions would be defined, based on areas of strength and expertise.
- As part of this, the Māori co-leader would lead matters relating to Te Ao Māori and would work closely with the CE and the Executive Leadership Team to drive equitable outcomes for all students.
- The position is proposed to be a fixed-term role until 31st December 2022, when Te Pūkenga becomes the single vocational learning institution.

# Proposed Organisational Structure



# The benefits of Tiriti-based co-leadership

- Recognises our obligations as a subsidiary of Te Pūkenga, and takes a tangible step towards giving effect to Te Tiriti o Waitangi.
- Gives effect to Te Noho Kotahitanga, and our values of ngākau māhaki, mahi kotahitanga, rangatiratanga, kaitiakitanga and wakaritenga in this space will benefit our staff, students, iwi, hapū, communities, kura and industry.
- Enables us to build on the many successful initiatives we have in place to meet the needs of our students, staff, communities, iwi, industry and other partners.
- Recognises and values the potential of mātauranga Māori to meaningfully contribute to Māori student, staff and community success.
- Provides the ability for a deeper engagement and relationship with whānau, hapū, iwi and communities.
- Seeks to enrich the lives of all students, staff and communities.

# Proposed way forward

We are proposing a three-part engagement and consultation process:

- Part 1 Engagement sessions on the proposed co-leadership model across Unitec and MIT (August). This is to seek feedback on the concept of a co-leadership model.
- Part 2 Review feedback and take a preliminary view of the feedback and option of co-leadership to the Board in late August.
- Part 3 If preliminary approval is provided by Board and this is for a co-leadership model, appropriate formal consultation will commence.

Unitec is committed to seeking your feedback and taking this into account before proposing to make a final decision to the board around seeking preliminary endorsement.

We are seeking feedback on the general concept of co-leadership, the perceived pros and cons of this proposal, and any other feedback.

# Consultation Timeline

## 5 August 2021

- 5 August – USC
- 5 August - Ngākau Māhaki
- 6 August – Online\*
- 12 August - Waitākere
- 16 August – Online\*

*\*combined Unitec / MIT*

## 5 August 2021

Hui commence at MIT & Unitec

1.30pm - 2.30pm

3.00pm - 4.00pm

12.00 - 1.00pm

12.00 - 1.00pm

3.30pm - 4.30pm

Consultation and feedback open. Feedback, to the proposal must be received by 24 August 2021. This can be done in writing via email to [chiefexecutive@unitec.ac.nz](mailto:chiefexecutive@unitec.ac.nz) by 3pm on 24 August 2021.

## 24 August 2021

Consultation closes – written feedback to be received by this date/time.

## 25 August 2021

Review of feedback commences.

## 26 August 2021

Presentation to Board.

## Week commencing 30 August 2021

Update from consultation provided to staff following the Board meeting.

# Next Steps

- We want to provide you with an opportunity to understand the proposal and provide feedback before any decisions are made.
- Please email your feedback to [chiefexecutive@unitec.ac.nz](mailto:chiefexecutive@unitec.ac.nz)
- Feedback on the proposed co-leadership model and approach closes at 3.00pm Tuesday 24 August 2021.

# Questions



# Karakia whakamutunga

Ka wehe atu tātou

I raro i te rangimarie

Te harikoa

Me te manawanui

Haumi e

Hui e

Taiki e