



TE HERENGA WAKA-VICTORIA UNIVERSITY OF WELLINGTON
OFFICE OF THE ASSISTANT VICE-CHANCELLOR (PASIFIKA)

Pasifika Strategy and Operational Plan

Plan to Grow VUW's Pasifika Identity
Pasifika Student Success Plan
Pasifika Staff Success Plan
OAVC(Pasifika) project teams

2021 - 2025

Pasifika Strategy and Operational Plan

Te Herenga Waka—Victoria University of Wellington

Tālofa lava, Kia orana, Mālō e lelei, Ni sa bula vinaka, Fakaalofa lahi atu, Mālō Ni, Fakatalofa atu, Kam na mauri, Gude tru, Kaselehlie, Halo olgeta, Ia orana, Aloha mai e, Noa'ia, Talofa, Kia ora and Warm Pacific Greetings

Our long-term vision is that Te Herenga Waka—Victoria University of Wellington is the university of choice for Pasifika students and staff from Aotearoa-New Zealand and across the Pacific Region. Over the last decade the Office of the Assistant Vice-Chancellor (Pasifika) has been working towards that vision by implementing a series of pan-university strategies, plans and programmes that raise Pasifika student and staff achievement, in partnership with faculty heads, the Central Services Unit and the Senior Leadership Team. 2019's Review of Maori and Pasifika interventions for students, resulted in a splitting of the combined services and the establishment of a stand-alone Maori Awhina Programme at the Marae and the establishment of a Pasifika Student Success Team within the Office of Assistant Vice-Chancellor (Pasifika). Our enlarged team is committed to a coordinated approach to building Pasifika achievement and growing Pasifika identity across the university. We have developed an overarching Pasifika Strategy and three specific plans and eight Pan-University Projects that sit under and have direct links with the University's Strategic Plan and the Equity and Diversity Framework.

My role is to lead and provide strategic advice and link our work with the Senior Leadership Team, including the Heads of Faculties and Central Service Units, through regular meetings to report progress. I also have put in place together with my team regular monitoring and reporting systems to track data and record our interventions and work with our Pasifika students. Regular and monthly reports will be provided to me to maintain a line of sight and to track progress including the academic and wellbeing of our Pasifika students and Pasifika staff to realise our aspirational targets.

Le Malaga a le Pasifika – Our Pasifika Journey provides us with a visual representation of a student's educational journey and the supporting roles of families, communities and university staff. The Plan to Grow Victoria University of Wellington's Pasifika Identity, the Pasifika Student Success Plan and the Pasifika Staff Success Plan each focus on specific areas of work. Our Pasifika academics and researchers are currently working with our OAVC (P) on their input to the Pasifika Strategy and Operational Plan, we will update when finalised.

We invite you to participate with us in growing Pasifika achievement and identity at Te Herenga Waka—Victoria University of Wellington.

Associate Professor Hon Luamanuvao Dame Winnie Laban

Assistant Vice-Chancellor (Pasifika)

TABLE OF CONTENTS | PASIFIKA STRATEGY AND OPERATIONAL PLAN..... 2

1. Plan to Grow Victoria University of Wellington’s Pasifika Identity4

1.1. Incorporate Pasifika perspectives into decision making and policy development at all levels of the University.....4

1.2. Create a positive and supportive environment that is strongly inclusive of Pasifika.....5

1.3. Develop a targeted Pasifika Communications & Marketing plan to further promote Victoria University of Wellington as the University of choice for Pasifika students and staff.....6

1.4. Increase and promote the uptake of scholarships for Pasifika students.6

1.5. Maintain strong engagement with Pasifika alumni, communities in the capital, Aotearoa-New Zealand and the wider Pacific region.....6

1.6. Establish a Pan-University Pasifika Researchers network and identify relevant research to focus on the Pacific.7

2. Pasifika Student Success Plan 2021 - 20258

2.1. Recruitment to Enrolment.....9

2.2. Retention to Course Completion.....10

2.3. Successful Qualification Completion11

3. Pasifika Staff Success Plan 2021 - 2025 13

3.1. Grow Pasifika Staff numbers13

3.2. Training and Development opportunities14

3.3. Recognition of the contribution Pasifika staff makes to the University through their cultural knowledge and language skills.14

3.4. The achievements of Pasifika staff are acknowledged, celebrated and rewarded.....15

4. Office of the AVC (Pasifika) | Project teams 16

5. Office of the AVC (Pasifika) | Appendix 25

5.1. AVC(P) | 2021 Board and Committee membership25

5.2. Pasifika Comms | Stocktake26

5.3. Pasifika Data | Stocktake.....26

1. Plan to Grow Victoria University of Wellington’s Pasifika Identity

Many Pasifika students are the first in their family to attend university. Many are first-generation New Zealand born. Others come from the Pacific Islands to study. English is not the first language of many Pasifika students. Consequently, the University can feel an uncomfortable, alien, and unwelcoming place.

Our research has identified the barriers to Pasifika student achievement and the factors that enhance Pasifika student success. A university with a strong and vibrant Pasifika identity will reduce barriers and promote success.

We want to ensure that Te Herenga Waka—Victoria University of Wellington provides a Pasifika friendly environment where Pasifika students are welcome, valued, feel a sense of belonging and achieve highly. This requires the university to understand the particular learning needs of Pasifika students and provide suitable learning environments, programmes and tailored teaching processes in all faculties.

Good progress has been made in recent years with the development of Pasifika friendly study spaces in some faculties and a dedicated Pasifika space Wan Solwara (Pasifika Ocean) at the central library. The OAVC(P) together with the Manager for PSS and Senior Pasifika Engagement Adviser are based in Robert Stout Building, level 2, gate 2 on Kelburn Campus. PasifikaHub provides an online focus for Pasifika communications and celebrating Pasifika achievements, this is currently being updated. Some faculties have made progress on strengthening their programmes and pedagogy to better address Pasifika student learning needs. But there is more work to do.

We have a number of plans for growing Pasifika identity at Victoria University of Wellington, including extending Pasifika friendly study spaces across all faculties; strengthening Pasifika programmes, research and pedagogy; deepening our engagement with Pacific Island communities in Aotearoa-New Zealand and the wider region; increasing Pasifika scholarships; providing more Pasifika accommodation; improving our Communication and Marketing, and the development of a Fale Malae.

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
1.1	Incorporate Pasifika perspectives into decision making and policy development at all levels of the University.	<ul style="list-style-type: none"> • Provide strategic advice and reporting on Pasifika matters to the Vice-Chancellor, Provost and Senior Leadership Team. • Regular meetings of the VC’s Komiti Pasifika. • Advocate for Pasifika people and their interests at all levels of the University to ensure that they are a priority. 	<ul style="list-style-type: none"> • AVC(P), AVC(P)-SA 	<ul style="list-style-type: none"> • Ongoing 	AVC(P), AVC(P)-SA, PSS-M

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
1.2	Create a positive and supportive environment that is strongly inclusive of Pasifika.	<ul style="list-style-type: none"> • Build the Pasifika Fale Malae. <ul style="list-style-type: none"> ▪ Develop and implement the work plan of Fale Malae Trust; ▪ Consult with stakeholders on the design brief; ▪ Develop and coordinate the fundraising strategy and implementation plan. • Improve pedagogical approaches for Pasifika students and maintain curriculum resources. • Advocacy to increase Pasifika friendly environments and study spaces across all campuses. • Increase the awareness, understanding and use of Pasifika values, cultures and languages in University contexts and conversations, through Pasifika Language Weeks, Pasifika Graduation Celebration, Pasifika Orientation week, other Pasifika events, multicultural signage, Pasifika art, etc. • Strengthen the visibility and promotion of Pasifika initiatives, activities, and success stories through appropriate channels. • Develop and deliver a programme/workshop to improve and enrich the cultural competency of all University staff. • Identify and monitor accommodation needs for Pasifika students and develop options to meet those needs e.g. Pasifika housing. • Build and maintain relationships with the VUWSA President, Pasifika Student Council and Pasifika students' associations. • Establish a Pasifika staff network that builds community and a sense of belonging. 	<ul style="list-style-type: none"> • Fale Malae Trust, • AVC(P), Victoria Foundation - Development Office, VUW Faculties and CSUs • AVC(P), DVC-Academic, academics • AVC(P), AVC(P)-SA, PSS-M, PSS-SA • AVC(P); Faculties; Comms, Marketing and Engagement team; Digital Engagement team; University library; MPP • OAVC(P)-Branding, Comms and Marketing team • AVC(P), Pasifika staff • AVC(P)-SA, Accommodation Services • AVC(P) • AVC(P) 	<ul style="list-style-type: none"> • Up to 5 years • Ongoing • Ongoing • Ongoing • Pasifika Language Weeks • Ongoing – newsletters • Ongoing • Ongoing • Ongoing • Ongoing 	<ul style="list-style-type: none"> AVC(P), AVC(P)-SA AVC(P)-PA AVC(P), AVC(P)-SA AVC(P), Facilities Management, AVC(P)-SA PSS-M, AVC(P)--PA AVC(P), AVC(P)-SA, PSS-M, PSS-SA AVC(P), AVC(P)-SA, PSS-SA AVC(P), AVC(P)-SA AVC(P), AVC(P)-SA AVC(P) AVC(P)-SA AVC(P) and AVC(P)-SA

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
1.3	Develop a targeted Pasifika Communications & Marketing plan to further promote Victoria University of Wellington as the University of choice for Pasifika students and staff.	<ul style="list-style-type: none"> • Develop a targeted campaign involving Pasifika radio, TV and other media channels including www.wgtn.ac.nz/Pasifika. • Increase and streamline the Pasifika social media presence. • Increase the profile and diversity of Pasifika students and staff in University publications & marketing campaigns e.g. update banner/pull-ups and develop faculty-specific ones. • Coordinate a once per trimester Pasifika Hub newsletter (students and/or staff) using Campaign Monitor to disseminate it more widely as well as capture more stories from Pasifika events, peoples and opportunities. 	<ul style="list-style-type: none"> • OAVC(P)-Branding, Comms and Marketing team; Comms, Marketing and Engagement team; Alumni office; appropriate CSUs. 	<ul style="list-style-type: none"> • All year round in NZ and the Pacific region 	AVC(P) AVC(P)-SA PSS-SA
1.4	Increase and promote the uptake of scholarships for Pasifika students.	<ul style="list-style-type: none"> • Identify all scholarships available at the University for Pasifika students and develop a strategy and communication plan targeted at them. • Identify corporations in the private sector with strong Pasifika connections in the region, sports or trade to sponsor these scholarships. • Track scholarship applications and the academic progress of scholarship recipients. • Maintain relationships with current sponsors. 	<ul style="list-style-type: none"> • OAVC(P)-Scholarships team; Victoria University of Wellington Foundation; Alumni office and Scholarships Office. 	<ul style="list-style-type: none"> • Specific timeframes for each scholarship – market each early for timely application 	AVC(P), AVC(P)-SA
1.5	Maintain strong engagement with Pasifika alumni, communities in the capital, Aotearoa-New Zealand and the wider Pacific region.	<ul style="list-style-type: none"> • Develop and maintain Pasifika alumni and community database and create forums to increase and strengthen links to the University. • Implement a regular programme of visits to Pacific Island countries and maintain contact with Pacific Island Heads of Mission in New Zealand. • AVC(P) membership on relevant boards and panels e.g., NUS Council, Pacific Ocean Pacific Climate Change Conference, a biennial conference. 	<ul style="list-style-type: none"> • AVC(P); Alumni Office; Vice-Provost (Research) 	<ul style="list-style-type: none"> • Ongoing 	AVC(P), AVC(P)-SA PSS-SA

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
1.6	Establish a Pan-University Pasifika Researchers network and identify relevant research to focus on the Pacific.	<ul style="list-style-type: none"> Existing Pasifika programmes are reviewed, and improved, and further programmes added. The Pasifika Researchers Network to reconvene and meet quarterly. 	<ul style="list-style-type: none"> AVC(P); DVC (Research); Dean (FGR) 	<ul style="list-style-type: none"> Ongoing 	AVC(P), AVC(P)-SA Dean FGR Pasifika Researchers & non-Pasifika Researchers Network

2. Pasifika Student Success Plan 2021 - 2025

Te Herenga Waka—Victoria University of Wellington’s Pasifika Student Success Plan is an action plan focussed on improving Pasifika student enrolment, retention, and completion. The Pasifika Student Success Team (PSST) plays a pivotal role in the delivery of this plan, through direct support to students in academic and pastoral support and working directly with faculties to deliver the best possible outcomes for Pasifika students at Victoria.

This section of the Pasifika strategy has been reviewed and amended by the PSST and will be implemented through a collaborative process involving all key Faculty management and academic staff, and key Central Services Unit student support services. It is informed by current practice, including research about Pasifika learners and their needs, and from findings in the report *Understanding the factors affecting Pasifika student retention and degree completion at Victoria University of Wellington*. The focus of this student success plan is undergraduates and post-graduate students.

Current Targets¹

Through the Investment Plan 2020 – 2025, the Tertiary Education Commission (TEC) and Victoria University have set agreed targets for Pasifika student enrolment, retention and completion:

- 6.3% enrolled students will be Pasifika
- 79.0% Pasifika course completion rate
- 81.4% Pasifika retention rate
- 63.5% Pasifika qualification completion rate

The Pasifika Student Success Plan sets three broad goals and four ambitious targets to be achieved by 2025 and lists specific actions designed to achieve and exceed the TEC targets for Pasifika student enrolment, retention, and completion.

Three broad goals

- a. Increase the percentage of Pasifika students in all faculties at Te Herenga Waka—Victoria University of Wellington.
- b. Reduce the number of Pasifika students leaving Te Herenga Waka—Victoria University of Wellington without completing the courses they are enrolled in.
- c. Increase the percentage of Pasifika students completing their qualification at Te Herenga Waka—Victoria University of Wellington.

OAVC (P) – PSS Targets for 2025

- 6.3% or higher of enrolled students in each faculty will be Pasifika
- 8.1% of enrolled students overall will be Pasifika
- 80% of Pasifika students will complete their courses
- 85% Pasifika retention rate
- 65% of Pasifika students will complete their qualification

1. Recruitment to Enrolment

Aims and actions below are part of a cyclical reflective practice relating to recruitment and attraction of Pasifika within Victoria University of Wellington.

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
2.1.1	Pasifika communities and families to better understand the benefits and engage in the opportunities provided by the University.	<ul style="list-style-type: none"> The Communication and Marketing team and Future Students include PSS in all promotional activities, material and events for Pasifika. Actively promote Victoria University of Wellington as the University of choice for all Pasifika through targeted presentations to families, youth groups, sports groups, churches and community events with a focus on the Wellington region. Getting prominent Pasifika community leaders and alumni involved in promoting community events. PSS provides access/referrals to the relevant services around online enrolment sessions, course advice, financial advice, etc. 	<ul style="list-style-type: none"> OAVC(P)-Families and Community Engagement team; SAS; Comms, Marketing and Engagement team; Future Students 	<ul style="list-style-type: none"> Ongoing – tracking of referrals in Kurawai. Ongoing - Monitor attendance (quantity) at events. Quarterly – reports Annual, Starting in 1st Trimester 	AVC(P)-SA PSS-M PSS-SA
2.1.2	Timely, reliable Pasifika prospective students and enrolment data is made available.	<ul style="list-style-type: none"> Future Students and PSS to input prospective student data into Kurawai. PAMI to complete analysis and reporting to AVC(P) on the transition from prospective to current students. 	<ul style="list-style-type: none"> PSS; Future Students; OAVC(P)-Data team; Appropriate Faculties and CSUs; PSS-M; PAMI 	<ul style="list-style-type: none"> Ongoing - Reporting and analysis will be provided be supported by PAMI, data monitoring, reporting will be managed and carried by OAVC (P) 	AVC(P)-SA, PAMI-D PSS-M

2. Retention to Course Completion

Aims and actions below are part of a cyclical reflective practice relating to holistic and academic support for Pasifika.

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
2.2.1	Quality support services for Pasifika students pan-university that support retention.	<ul style="list-style-type: none"> Deliver academic programmes for Pasifika students at all levels. Provide and review the holistic services available to Pasifika students. Identify and engage with Pasifika at-risk students in need of academic and holistic support 	<ul style="list-style-type: none"> PSS with the support of Faculties and appropriate CSUs. 	<ul style="list-style-type: none"> Ongoing - Academic and holistic engagement recorded in Kurawai (quantity) 	PSS-M, PSS-SA, AVC(P)-SA
2.2.2	The first-year experience for Pasifika students is enhanced and strengthened.	<ul style="list-style-type: none"> Assist with the development and implementation of Pasifika Orientation events to improve the first-year experience. Support the transition from prospective student to the first year, as well as their retention in the University. 	<ul style="list-style-type: none"> Appropriate CSUs, Faculties, Future Students, with the support of PSS. 	<ul style="list-style-type: none"> Ongoing - Track attendance in Kurawai. Ongoing - Collect data showing students transition from the first year to the second year. 	PSS-M, PSS-SA AVC(P)-SA
2.2.3	To identify probable causes of the best academic outcomes for Pasifika students.	<ul style="list-style-type: none"> Collaborate and disseminate good practice within Faculties and CSUs to identify the factors producing good outcomes e.g. course content, teaching methods, early feedback, good support for students, good assessments etc. Identify improvements in Pasifika achievement within and across Faculties, through timely and reliable Pasifika achievement data. Identify and engage with high achieving Pasifika students. 	<ul style="list-style-type: none"> Faculty-led, Support from PSS and CSUs, SAS, PAMI, Associate Deans (Students), Associate Deans (Teaching and Learning) (or equivalent). 	<ul style="list-style-type: none"> Ongoing - Keep a record of PSS recommendation (e.g. Email AVC(P) and PSS following the meeting) Ongoing - Track improvements in Pasifika achievement to report results for Pasifika students. 	Associate Deans, Heads of Schools and CSUs, AVC(P)-SA PSS-M
2.2.4	Pasifika families and communities are engaged in supporting current Pasifika students with their academic progress.	<ul style="list-style-type: none"> Connect and engage with the parents/caregivers and communities of current students to provide an understanding of the university context. Encourage communities to support current students with their learning journey and aspirations. 	<ul style="list-style-type: none"> OAVC(P)-Families and Community Engagement team; with support from Future Students, appropriate CSUs and Faculties. 	<ul style="list-style-type: none"> Ongoing - Tracking registration for community events in Kurawai. 	PSS-M, AVC(P)-SA PSS-M

3. Successful Qualification Completion

Aims and actions below are part of a cyclical reflective practice relating to Teaching and Learning of Pasifika within each Faculty.

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
2.3.1	Pasifika students to be provided with a seamless connection to academic and support services.	<ul style="list-style-type: none"> • Build and maintain relationships with Faculties and appropriate CSUs. • Promote and refer Pasifika students to Faculties and appropriate CSUs. 	<ul style="list-style-type: none"> • Faculties/Deans, PSS and appropriate CSUs. 	<ul style="list-style-type: none"> • Ongoing - To be confirmed 	Faculties, CSU Heads, AVC(P)-SA, PSS-M
2.3.2	Successful Pasifika students and alumni are showcased.	<ul style="list-style-type: none"> • Promote successful Pasifika students and alumni on all media platforms. • Develop and maintain a complete database of successful Pasifika students and alumni. 	<ul style="list-style-type: none"> • OAVC(P)-Branding, Comms and Marketing team; Faculties, Future Students, appropriate CSUs, Engagement and Alumni Office and AVC(P). 	<ul style="list-style-type: none"> • By the end of each Trimester - Keep records in Kurawai, review and update database detailing successful Pasifika students and alumni. 	Faculty Management Teams, AVC(P)-SA, PSS-M PSS-SA
2.3.3	Internships, graduate roles and Postgraduate study opportunities are promoted and accessed.	<ul style="list-style-type: none"> • Collaborate with services that provide internships, graduate roles, and information surrounding the Postgraduate study. • Identify and engage with current undergraduate students who could transition into postgraduate studies. 	<ul style="list-style-type: none"> • OAVC(P)-Internships/partnerships team; Appropriate CSUs, Faculties. 	<ul style="list-style-type: none"> • To be confirmed - As per appropriate application dates 	PSS-M PSS-SA
2.3.4	Timely, reliable Pasifika data concerning qualification completion is made available.	<ul style="list-style-type: none"> • PAMI team to analyse and disseminate qualification data to AVC(P). • AVC(P) to prepare draft PSSP Annual Report for SLT for AVC(P) and PAMI-D to inform retention interventions. 	<ul style="list-style-type: none"> • OAVC(P)-Data team; AVC(P); appropriate Faculties and CSUs; PAMI 	<ul style="list-style-type: none"> • Triannual - Reporting 15 March, 31 July, 30 November. • Early May for Annual Report 	AVC(P), PAMI-D and PSS-M AVC(P)-SA
2.3.5	Culturally appropriate support and engagement for postgraduate Pasifika students	<ul style="list-style-type: none"> • Collaborate with Faculty of Graduate Research and other faculties to ensure support with Pasifika postgraduate students is accessible for their continued academic success. • Successful development, ongoing enhancement, implementation, and presentation of strengths based, holistic, programmes aimed at supporting 	<ul style="list-style-type: none"> • FGR, Faculties, PSS and appropriate CSU's 	<ul style="list-style-type: none"> • Ongoing 	AVC(P), PSS-M, PSS-SA

		<p>postgraduate Pasifika students to continue to be successful in postgraduate studies.</p> <ul style="list-style-type: none">• Identify opportunities to engage with Pasifika alumni and networks and other key stakeholders to develop and implement an effective community engagement plan to support Pasifika students.• Provide individual student support and pastoral care as resourcing allows.			
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3. Pasifika Staff Success Plan 2021 - 2025

Te Herenga Waka—Victoria University of Wellington’s Pasifika Staff Success Plan (The Plan) is action focussed and practical. It is aligned with the goals of the University’s Strategic Plan and expected outcomes from the Staff Engagement Survey (2015 and ongoing). The Plan seeks to improve outcomes for Pasifika staff in relation to all aspects of their employment. It also seeks to increase the Pasifika cultural intelligence of all staff at Victoria University of Wellington. This is a working document that will be modified over time.

The Plan builds on the previous Pasifika Staff Success Plans developed through a collaborative process facilitated by the Office of the Assistant Vice-Chancellor (Pasifika) involving all Senior Leadership Team, Deans and representatives from the Central Service Units. This was in turn informed by the report “Building Pasifika staff capability in a complex world of work, self and culture” (2012), and sits within the University-wide Staff Capability Strategy. This plan focuses on growing Pasifika staff numbers; improving training and development opportunities; recognising advanced cultural and language skills and celebrating and rewarding Pasifika staff achievement and will develop an action plan following on from the recent survey involving 20 Victoria University of Wellington Pasifika staff members and their managers.

1. Grow Pasifika Staff numbers

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
3.1.1	Pasifika Academic and Professional Staff numbers increase to 8% of the University’s staff.	<ul style="list-style-type: none"> • Develop and implement a recruitment and retention plan. • Ensure a Pasifika representative sits on Recruitment Panels where the appointment would impact Pasifika. • Encourage promising post-graduate students to apply for academic staff positions and develop pathways that achieve this e.g., Assistant Lecturer role. • Encourage members of the Pasifika community to apply for professional roles within the University. • Share the University’s vacancies with other organisations and Pasifika networks. • Maintain a database of Pasifika staff (academic and professional). 	<ul style="list-style-type: none"> • HR and HR Payroll System team, AVC(P), Faculties and CSUs. AVC(P)-SA. 	<ul style="list-style-type: none"> • Quarterly - and when vacancies arise 	AVC(P), AVC(P)-SA, HR

2. Training and Development opportunities

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
3.2.1	Pasifika Academic and Professional Staff are well qualified and highly trained.	<ul style="list-style-type: none"> Identify Professional Training and Development opportunities available to Pasifika staff. Use the Pasifika Hub newsletter to promote opportunities to Pasifika staff. Develop and maintain a skills and qualifications database of all Pasifika staff. Work with HR to ensure that all new Pasifika staff go through a comprehensive induction process. 	<ul style="list-style-type: none"> AVC(P), Faculties Deans, CSU Heads, HR 	<ul style="list-style-type: none"> Ongoing. 	AVC(P), AVC(P)-SA HR
3.2.2	All Pasifika staff feel supported in their career aspirations.	<ul style="list-style-type: none"> Utilise the Pasifika staff networks to build community and facilitate skill sharing. Encourage Pasifika staff to utilise mentoring resources that are available at the University. Ensure that career aspirations are identified and actioned as a part of the PDCP process. 	<ul style="list-style-type: none"> AVC(P), Faculties Deans, CSU Heads, HR 	<ul style="list-style-type: none"> Ongoing. 	AVC(P), AVC(P)-SA HR

3. Recognition of the contribution Pasifika staff makes to the University through their cultural knowledge and language skills.

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
3.3.1	Highlight and reward Pasifika staff with cultural and language skills, through a policy that recognises this.	<ul style="list-style-type: none"> AVC(P) meets with HR to discuss the establishment of a policy to recognise and reward cultural and language skills. <p>Confirm policy...</p> <ul style="list-style-type: none"> Establish a database of Pasifika staff with proficient language and/or cultural competency and advertise that database to senior management and CSU heads. <p>Confirm policy... And add to 3.2.1</p> <ul style="list-style-type: none"> Encourage Pasifika staff to support, participate and promote Pasifika languages and initiatives. 	<ul style="list-style-type: none"> AVC(P), Faculties Deans, CSU Heads, HR 	<ul style="list-style-type: none"> Ongoing 	AVC(P)-SA PSS-M

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
3.3.2	Highlight and recognise Pasifika staff contributions in decision making and policy development at all levels of the University.	<ul style="list-style-type: none"> Highlight Pasifika staff contributions in academic programme and consultation reviews. 	<ul style="list-style-type: none"> AVC(P) 	<ul style="list-style-type: none"> Ongoing 	AVC(P) AVC(P)-SA

4. The achievements of Pasifika staff are acknowledged, celebrated and rewarded.

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
3.4.1	The University community is aware of the success of Pasifika staff.	<ul style="list-style-type: none"> Identify and showcase Pasifika staff success. Showcase success stories that are written and published in Victorious, Uni News, other Victoria University of Wellington publications, Pasifika Hub website, Pasifika Hub Newsletter and social media platforms. Highlight the work of Pasifika staff in all academic programme reviews. 	<ul style="list-style-type: none"> OAVC(P)-Branding, Comms and Marketing team; Comms, Marketing and Engagement team 	<ul style="list-style-type: none"> Ongoing, Working with Comms and Marketing to collect stories to promote. Quarterly - Newsletters Ongoing - Tracking engagement, the Newsletter and links via Campaign Monitor 	AVC(P) AVC(P)-SA PSS-SA PSS
3.4.2	Pasifika Hub website and newsletter is the 'go-to' resource for all Pasifika staff news.	<ul style="list-style-type: none"> Regular updating and promotion of the Vic News, Pasifika Hub website, Pasifika Hub Newsletter and social media streams. 	<ul style="list-style-type: none"> OAVC(P)-Branding, Comms and Marketing team; Comms, Marketing and Engagement team 	<ul style="list-style-type: none"> Promote 'Pasifika Hub' to the wider community 	AVC(P) AVC(P)-SA PSS-SA PSS

4. Office of the AVC (Pasifika) | Project teams

An innovation in 2021 is the implementation of a series of eight Pan-University Projects that expand on our Pasifika Plans, address specific needs and make use of the skills and knowledge of all members of the Office of the Assistant Vice-Chancellor (Pasifika).

Project	Notes	Members
Branding, Comms and Marketing	Website, newsletter, Writing, Dids, media Social media	Pelesa, Fabie, Stari
Career Pathways	Internships Partnerships	Pelesa, PSS
Data – Kurawai and Power BI (EDW)	Data tracking, monitoring and capacity building for the team. Kurawai – what are we reporting on, the input of relevant data	Pelesa, Aaron, PAMI
Families, Community Engagement and Student Recruitment Taskforce	VUW Pasifika Recruitment Strategy Working Group	Luamanuvao, Pelesa, Aaron, Fabie, PSS, Future Students
Pasifika Celebrations / Events	Pasifika Language Weeks Pasifika Graduation Celebration Pasifika Orientation Pasifika Week	Fabie, Pelesa, Aaron
Policies and projects	University policy gaps Team calendar and special projects	Pelesa, Luamanuvao
Scholarships	Liaise with Scholarships office	Pelesa, MPP
Wellbeing and Health	Mental wellbeing, health and physical fitness	Luamanuvao, Pelesa

a. Pasifika Branding, Communication and Marketing

Project Team Members: Pelesa, Fabie, Stariana, PSS

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4a.1	Pasifika communities and families to better understand the benefits and opportunities provided by Victoria University of Wellington	<ul style="list-style-type: none"> • VUW Marketing and Communications, and Future Students include PSS in all promotional activities, material and events for Pasifika. • Actively promote Victoria University of Wellington as the University of choice for all Pasifika through all media streams. • Keep all Pasifika promotional materials up to date with correct and relevant information. Brochures, Leaflets, Website, Social Media streams. • All relevant Pasifika information is easily accessible and easy to navigate. (website etc) 	Comms and Marketing, PSS, Future Students	Brochures, Leaflets, Website and Social Media Streams - Ongoing	AVC (P) AVC(P)-SA PSS-SA
4a.2	Successful Pasifika students and alumni are showcased.	<ul style="list-style-type: none"> • Promote successful Pasifika students and alumni on all media platforms. (Website, Newsletter, Social Media etc.) • Develop a Pasifika alumni database and keep up to date 	PSS, Pasifika Alumni community	Website, Newsletter, and Social Media Streams - Ongoing	AVC(P) AVC(P)-SA AVC(P)-PA
4a.3	Pasifika staff and services are showcased and promoted	<ul style="list-style-type: none"> • Promote successful Pasifika staff on all media platforms. (Website, Newsletter, Social Media etc.) • Pasifika services are well promoted, showcased and easily accessible. (Pull up banners, business cards, website, DID Screens, newsletter, social media) 	PSS, Comms and Marketing,	Website, Newsletter, and Social Media Streams – Ongoing Pull up banners, business cards, DID Screens - Ongoing	AVC (P) AVC(P)-SA PSS-SA, PSS

b. Data

Project Team Members: Pelesa, Aaron, PAMI

	Aim	• Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4b.1	Timely, reliable, quality data of Pasifika at Te Herenga Waka—Victoria University of Wellington	<ul style="list-style-type: none"> • Simple, regular and standardised data entry into Kurawai • Future Students and PSS to input prospective student data into Kurawai. 	PSS; OAVC(P)-Data team; Kurawai; PAMI; appropriate Faculties, Deans and CSUs; AVC(P)-SA	<ul style="list-style-type: none"> • Fortnightly data updates to AVC(P) 	AVC(P), AVC(P)-SA PSS-M PAMI
4b.2	Timely, reliable, quality data for Pasifika is available for analysis, reporting and qualification purposes	<ul style="list-style-type: none"> • Keep an eye on grade entry timelines which will affect reporting • Regular analysis of data in PowerBI and Kurawai • PAMI to complete analysis and disseminate data of Pasifika students (prospective, returning and postgraduate) to OAVC(P) for reporting • AVC(P)-SA to prepare data reports for <ul style="list-style-type: none"> ▪ Academic Programme reviews ▪ Komiti Pasifika ▪ Pasifika presentations to faculties and CSUs 	PSS; Kurawai; PAMI; appropriate Faculties and CSUs; AVC(P)-SA	<ul style="list-style-type: none"> • Quarterly reports to AVC (Pasifika) and Komiti Pasifika • 8-10 scheduled Academic Programme Reviews • Biannual Pasifika presentations to Faculties / CSUs, T2, VUW Council 	AVC(P), AVC(P)-SA PSS-M PAMI
4b.3	Timely, reliable, quality data for Pasifika is available to inform the PSSP Annual Report	<ul style="list-style-type: none"> • AVC(P) to prepare draft PSSP Annual Report for SLT for AVC(P) and PAMI-D to inform retention interventions. 	PSS; Kurawai; PAMI; appropriate Faculties and CSUs; AVC(P)-SA	<ul style="list-style-type: none"> • Ongoing - Reporting and analysis will be provided be supported by PAMI, data monitoring, reporting will be managed and carried by OAVC (P) 	AVC(P), AVC(P)-SA PSS-M PAMI

c. Families, Community Engagement and Student Recruitment Taskforce

Project Team Members: Pelesa, Aaron, Fabie, PSS, Future Students

	Aim	Actions	OAVC(P) Project team - Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4c.1	Pasifika communities and families to better understand the benefits and engage in the opportunities provided by the University.	<ul style="list-style-type: none"> Identify existing community events and participate/provide targeted presentations to engage with prospective students and their families. 	PSS, Future Students, Careers Services (Andrew Tui)	Ongoing	AVC (P) AVC(P)-SA PSS-M PSS-SA PSS
4c.2	Pasifika families and communities are engaged in supporting current Pasifika students with their academic progress.	<ul style="list-style-type: none"> Connect and engage with the parents/caregivers and communities of current students to provide an understanding of the university context. 	PSS	1 per trimester	AVC(P)-SA PSS-M PSS-SA PSS

d. Career Pathways

Project Team Members: Pelesa, PSS

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4d.1	Internships, graduate roles and Postgraduate study opportunities are promoted and accessed.	<ul style="list-style-type: none"> Collaborate with services that provide internships, graduate roles, and information surrounding the Postgraduate study. Identify and promote career pathway opportunities available to Pasifika students Identify and engage with current undergraduate students who could transition into postgraduate studies. 	PSS-M, PSS, OAVC (P), Careers, Faculty of Graduate Research	Ongoing	AVC(P)-SA PSS-M PSS-SA Careers

e. Pasifika Celebrations

Project Team Members: Fabie, Pelesa, PSS

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4e.1	Pasifika Language Weeks are acknowledged and celebrated.	<ul style="list-style-type: none"> • Engage with Pasifika student associations to encourage participation and leadership for language week activities • Plan and support nine language week launches • Engage with MPP about potentially running launches at Victoria University of Wellington • Support associations to apply for MPP funding for language weeks. • Work with the Pasifika Liaison Officer of the Library Services • Collaborate with the Pasifika High Commissioners • Work with Image services on Pacific language weeks' videos (involve students in the filming) • Develop a greeting/sign off a template for Pacific language weeks – send to Heads of Areas (promote to their teams) 	PSS-M, PSS, OAVC(P)	<ul style="list-style-type: none"> • Early May to October 	AVC (P) PSS-SA PSS
4e.2	Pasifika Graduation Celebration	<ul style="list-style-type: none"> • Planning and execution of the evening event <ul style="list-style-type: none"> ▪ Event planning completed ▪ Programme and speakers engaged ▪ Logistics – seating, speakers, presenters ▪ Catering and support staff 	OAVC(P), AVC-SA, PSS-M, PSS	<ul style="list-style-type: none"> • Annually • May • December 	AVC (P) PSS-SA AVC(P)-SA PSS

f. Policies and special projects

Project Team Members: Pelesa, Luamanuvao

	Aim	• Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4f.1	Ensure that OAVC (P) & PSS are aware and remain current with all policies that are relevant to them and their work.	<ul style="list-style-type: none"> • Identify and inform OAVC(P) & PSS of policies that relate to them and their work • Monitor the establishment of any new policies as well as any changes to current policies • Identify gaps and establish new policies when required 	PSS	Ongoing	AVC(P) AVC(P)-SA AVC(P)-PA PSS-M
4f.2	Cover projects or areas of interest which do not align with other subgroups.	<ul style="list-style-type: none"> • Identify together with OAVC(P) and PSS projects/areas that should be covered to further develop the work of the OAVC(P) & PSS • Manage and monitor these projects/areas of interest 	PSS, Various (dependant on the project)	Ongoing- Individual projects may have timeframes	AVC(P) AVC(P)-SA AVC(P)-PA PSS-M

g. Scholarships

Project Team Members: Pelesa

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4g.1	Promote and increase the uptake of scholarships for Pasifika students.	<ul style="list-style-type: none"> • Identify all scholarships available at the University for Pasifika students and develop a strategy and communication plan targeted at them. • Identify organisations with strong Pasifika connections in the region, sports or trade to sponsor these scholarships. • Track scholarship applications and the academic progress of scholarship recipients. • Maintain relationships with current sponsors and donors. • Strengthen partnership with Scholarships office, VUW Foundation and Alumni Office. • Identify potential donors for Pasifika to undertake study e.g. mature and second-chance students. 	Scholarships, VUW Foundation, Alumni Office, OAVC(P)-BCM; AVC(P)-SA	<ul style="list-style-type: none"> • Pasifika tertiary scholarships are known and marketed via our <ul style="list-style-type: none"> ○ social media, ○ the newsletter, ○ the website • We establish a timeframe for each scholarship • School leavers scholarships are marketed 	AVC(P) AVC(P)-SA

h. Wellbeing and Health

Project Team Members: Luamanuvao, Pelesa

	Aim	Actions	OAVC(P) Project team and Faculty/CSU partnership	Output - Reporting timeframe	OAVC(P) monitor
4h.1	Students who may struggle with intense physical exercise are supported and feel encouraged to engage in a low-level activity.	<ul style="list-style-type: none"> • Launch a Pasifika walking club to continue weekly. • Facilitate a step challenge for Pasifika student. • Post pictures of the group on social media. 	PSS	<ul style="list-style-type: none"> • End of Trimester (report) • Weekly tracking of attendees 	TBC
4h.2	Students at all fitness levels are encouraged to engage in fun physical activities with others in the community.	<ul style="list-style-type: none"> • Run interfaculty/inter-association games. 	PSS and Club Services	<ul style="list-style-type: none"> • End of trimester report • Track attendees 	TBC
4h.3	Pasifika staff at the University role model ways to incorporate healthy activity into everyday life.	<ul style="list-style-type: none"> • Pasifika Staff to participate in wellbeing activities held throughout the year. 	PSS	<ul style="list-style-type: none"> • Ongoing 	TBC
4h.4	Students are educated about important wellbeing issues.	<ul style="list-style-type: none"> • Run a sex education workshop that is respectful of Pasifika cultures, gender and values. • Actively encourage Pasifika students to attend Mauri Ora wellbeing workshops. 	PSS and Mauri Ora	<ul style="list-style-type: none"> • Ongoing 	TBC

AVC(P) Project Teams | Timeline

Project Team	Action	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
Branding, Comms and Marketing (BCM)	Pasifika Hub Newsletter - tbc		15/03 Orientation and Nadia Alumni	15/04 WSBG TBC and Helena	15/05 Education - Graduation Cherie and Louise Alumni	15/06 Science TBC and Pelesa	15/07 FHSS Fabie and Shanna	15/08 Engineering Aaron and Gail	15/09 Design and Architecture TBC and Tui	15/10 Law Tapu and Liga	15/11 Health Jasmine and Kirita	15/12 Year in Summary - Graduation Luamanuvao
Career Pathways												
Data	Data entry - Grade entry (GE) - Kurawai data entry	- 19 Feb - Tri 3, 2020 GE deadline - 2020 Kurawai data entry	- All 2020 grades analysed - 2020 Kurawai data entry	- 2021 Kurawai data entry tbc	- 2021 Kurawai data entry tbc	- 23 Jun - Tri 1, 2021 GE deadline - 2021 Kurawai data entry tbc	- 2021 - Tri 1 grades analysed - 2021 Kurawai data entry tbc	- 2021 Kurawai data entry tbc	- 2021 Kurawai data entry tbc	- 2021 Kurawai data entry tbc	- 25 Nov - Tri 2 2021 GE deadline - 2021 Kurawai data entry tbc	
Data	PSSP reporting timeline		2020 draft due to AVC(P)	Finalise Annual report				2021-tri 1 update due				2021-tri 2 update due
Data	Pasifika data - Faculties/ CSUs and Academic Prog Reviews (APR) - Provost / KP		- Provost - KP meeting	- Provost - Faculties/ CSUs and APR - as required	- Provost - Faculties/ CSUs and APR - as required KP meeting	- Provost - Faculties/ CSUs and APR - as required	- Provost - Faculties/ CSUs and APR - as required	- Provost - Faculties/ CSUs and APR - as required KP meeting	- Provost - Faculties/ CSUs and APR - as required	- Provost - Faculties/ CSUs and APR - as required	- Provost - Faculties/ CSUs and APR - as required KP meeting	-
Families and Community Engagement												
Pasifika Celebrations												
Policies and projects												
Scholarships		Identify all tertiary scholarships for Pasifika students	Identify all tertiary scholarships for Pasifika students	Map out a timeline for each scholarship	Map out a timeline for each scholarship	Market the scholarships via our Pasifika media platforms	Market the scholarships via our Pasifika media platforms	Market the scholarships via our Pasifika media platforms	Market the scholarships via our Pasifika media platforms			

Wellbeing and Health			09/03 and 12/03 Walking Club Launch to continue weekly									
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5. Office of the AVC (Pasifika) | Appendix

1. AVC(P) | 2021 Board and Committee membership

Team member	Committee / Board support	Frequency of meetings
Aaron Nonoa	AVC(P) teams – Pasifika Celebrations team; Data; Families and Engagement; Pasifika Graduation	ongoing
	Pasifika Pillars	Fortnightly
	Equity Grants Committee	Three times annually
	Hardship Committee (during Trimester Only)	Wednesdays
	Student Services Administration Group	tbc
	Komiti Pasifika	Quarterly
	Pasifika Student Success Plan (lead)	Ongoing
TBC	AVC(P) teams – Wellbeing (lead); Branding, Comms and Marketing; Career Pathways; Scholarships	ongoing
	Law - Faculty Board	Monthly
	Law - Teaching and Learning Committee	Monthly
	Pasifika Pillars	Fortnightly
TBC	AVC(P) teams – Policy and special projects (lead); Data; Comms and Marketing; Career Pathways	ongoing
	Faculty of Health Board	Bi-monthly
	Faculty of Science Board	Bi-monthly
	Faculty of Engineering School meeting	Bi-monthly
	Science Faculty Teaching and Learning Committee	Monthly
	School of Biological Sciences Teaching and Learning Committee	Monthly
	Rainbow Advisory Group	tbc
	Pasifika Pillars	Fortnightly
TBC	AVC(P) teams – Career Pathways (lead); Social Media (co-lead); Data; Pasifika Celebrations; Pasifika Graduation	
	Pasifika Pillars	
	WSBG Teaching and Learning Committee	Quarterly
TBC	AVC(P) teams – Branding, Comms and Marketing (lead); Career Pathways; Wellbeing; Pasifika Graduation	Ongoing
	Pasifika Pillars	Fortnightly
	WFADI Faculty Board Meeting	6-weekly
	School of Design Innovation Faculty Meeting	6-weekly
	School of Architecture Faculty Meeting	6-weekly
	WFADI Teaching and Learning Committee	tbc
Fabie Filo	AVC(P) teams – Social Media (co-lead); Families, Communities and Engagement; Pasifika Celebrations; Pasifika Graduation	ongoing
	Pasifika Pillars	Fortnightly
	FHSS Teaching and Learning Committee meetings	Monthly
Pelesa	AVC(P) teams – Data (lead); Scholarships (lead); Branding, Comms and Marketing; Families and Engagement; Pasifika Graduation (lead)	ongoing
	Plan to grow Pasifika Identity at THW and Pasifika Staff Success Plan (lead)	Ongoing
	Academic Audit Working group	Monthly
	Pasifika Pillars	Fortnightly
	Pasifika Pathways – executive support	Trimester
Komiti Pasifika – executive support	Quarterly	

2. Pasifika Comms | Stocktake

Te Herenga Waka—Victoria University of Wellington | Strategic Plan

Office of the Assistant Vice-Chancellor (Pasifika) | Pasifika Strategy and Ops Plan

Plan to grow the University's Pasifika Identity Pasifika Student Success Plan Pasifika Staff Success Plan

Office of the AVC(Pasifika) Project Teams

Branding, Comms and Marketing

<i>Annual - Print</i>	<i>Monthly – Media</i>	<i>In-person – as required</i>
Future Students Publications	Stories via Sarah Forster, TBC and TBC	Engagement
DIDS / Screens via CME	Social Media via TBC and Fabie	Recruitment via Future Students
Pull Up Banners via CME	Website via Squiz	Radio via Tapu
Pasifika Orientation T-shirts via Tapu	Newsletter via Campaign Monitor	Events via OAVC(P) and Pillars

3. Pasifika Data | Stocktake

University System	University Users	Future students	Returning / Postgraduate students	Alumni	Connects to Enterprise Data Warehouse (Power BI)
Kurawai	PSST, Future Students	Yes	-	-	Soon - RK
Kurawai	Future Students, PSST, Scholarships	Yes	Yes	-	Soon - RK
Enterprise Data Warehouse (Power BI) - Banner - Cognos	Faculties, SAS	Some	Yes	-	Yes - same
Blackboard	Faculties	-	Yes	-	Soon - RK
George	Student Learning	-	-	-	-
StarRez	Accommodation		Yes		Connected – no reports
Academic Misconduct Register	SAS		Yes		
Cardax	Student Cards		Yes		
Career Hub	Careers, PSST	-	Yes	-	Could - RK
Community Force	Scholarships, FGR		Yes – PhD submissions		
Complaints / Issues Register	SICR		Yes		

Razor's Edge / Blackbaud				Yes	
Research Master	FGR		Yes		