



NEW ZEALAND'S MĀORI CENTRE
OF RESEARCH EXCELLENCE
TRANSFORMATION THROUGH
INDIGENOUS RESEARCH EXCELLENCE



Tertiary Education Commission
Te Amorangi Mātauranga Matua

2014/2015 Māori Centre of Research Excellence: ABRIDGED Application

Ngā Pae o te Māramatanga New Zealand's Māori Centre of Research Excellence

*Whāia ngā pae o te māramatanga
Ko te pae tawhiti, whāia kia tata
Ko te pae tata, whakamaua kia tinā
E puta ai ki te whaiao, ki te ao mārama!*

*Search in the innermost recesses of the intellect
To seek new knowledge as yet unexplored
As the past is purchased by the present
And the future is the goal of tomorrow*

27 February 2015

This is an abridged summary of the Māori Centre of Research Excellence Application submitted by Ngā Pae o te Māramatanga.

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GENERAL INFORMATION

Host institution

Te Whare Wānanga o Tāmaki Makaurau, the University of Auckland

Name of CoRE

Ngā Pae o te Māramatanga (Horizons of Insight), New Zealand's Māori Centre of Research Excellence¹

CoRE Directors

Associate Professor Tracey McIntosh, Sociology, and Ngā Pae o te Māramatanga, the University of Auckland

Associate Professor Jacinta Ruru, Faculty of Law, University of Otago

Deputy Directors

Dr James Ātaria, Lincoln University and Cawthron Institute

Dr Emma Wyeth, Ngāi Tahu Māori Health Research Unit, Department of Preventive and Social Medicine, University of Otago

Partner organisations

Ngā Pae o te Māramatanga (NPM) Partner Organisations are those entities that host our researchers that undertake and contribute to NPM research and activities. NPM also has Partners in Transformation. The research partners are listed below.

1. Auckland War Memorial Museum
2. Auckland University of Technology, including Te Ara Poutama, Faculty of Māori Development
3. Cawthron Institute
4. Eastern Institute of Technology
5. Eco Research Associates Ltd
6. Landcare Research Ltd, Maanaki Whenua
7. Lincoln University
8. Massey University, including Te Rōpū Whāriki (Whāriki),
9. Te Atawhai O Te Ao: Independent Māori Research Institute for Environment and Health
10. Te Papa Tongarewa
11. Te Tapuae o Rēhua
12. Te Wānanga o Aotearoa
13. Te Whare Wānanga o Awanuiārangi
14. The University of Auckland, including Te Whare Kura, Mira Szászy Research Centre, James Hēnare Māori Research Centre
15. The University of Waikato, including the Māori & Psychology Research Unit
16. Unitec Institute of Technology
17. University of Canterbury
18. University of Otago, including Te Rōpū Rangahau Hauora a Eru Pōmare
19. Victoria University of Wellington, including He Pārekereke, and Māori Business, Victoria Management School
20. Waikato-Tainui College for Research and Development
21. Whakauae Research-Māori Health & Development

¹ Professor Sir Hirini Moko Mead gave the Centre its name, Ngā Pae o te Māramatanga, "Horizons of Insight". It is symbolic and relates to the NPM whakataukī, about the pursuit of horizons of understanding so we may emerge into the world of light, or in metaphorical terms, searching the intellect for enlightenment and solutions.

OUTCOMES

Intent of the proposed CoRE

Māori leading New Zealand into the future. Our research realises Māori aspirations for positive engagement in national life, enhances our excellence in Indigenous scholarship and provides solutions to major challenges facing humanity in local and global settings.

Outcomes statement

NPM will deliver excellent research that produces strategic outcomes in our interwoven thematic areas of Māori economy, environment, and society to contribute to Māori advancement. Significant gains in te reo and tikanga Māori, capability and capacity, and research leadership and succession will be made. Through our research, programmes and activities we will support a national infrastructure for Māori research and scholarship that achieves outcomes for Māori, the nation and the global Indigenous research environment. The NPM research network, along with our communities, Māori organisations, transformation partners, the Crown, international Indigenous researchers and research organisations will advance te ao Māori and Māori leadership by:

- Developing new theory, models, tools and research outputs around Māori business that enhance self-determination, governance, leadership, profitability and 'value-adding' in the Māori economy
- Developing Māori empirical and practical frameworks to strengthen mana whenua and kaitiaki-based approaches to integrity, resilience and productivity of natural environments
- Developing nuanced, inclusive models of the Māori world that promote thriving, wellbeing and health to advance all sectors of our communities including the most marginalised groups and people
- Providing strategic research and tools to contribute to te reo and tikanga Māori revitalisation, entrenchment and usage in our research settings, communities and society
- Leading the challenge of lifting postgraduate, doctoral and postdoctoral research capability and capacity for Māori, thereby contributing to momentum toward internationally equitable rates of post graduate educational achievement
- Framing new ways in which information technology and innovation allied with capability can be used in the conduct and dissemination of Māori research, development and aspiration
- Developing a Māori Theory of Value across our research themes that leads to improved outcomes including greater social cohesion and intergenerational equity for Māori and the nation

Our outcomes will contribute strongly to important government policies about the relationships between Māori and the Crown in the key areas of economy, knowledge, capability and tikanga Māori. We will also contribute to policies around environment, social equity, human flourishing and information technology use. Outputs that support these outcomes will be advanced in the first instance by our Foundational Projects, providing indicative findings by mid-term and fully available outcomes by 2020.

RESEARCH PROGRAMME

Research summary

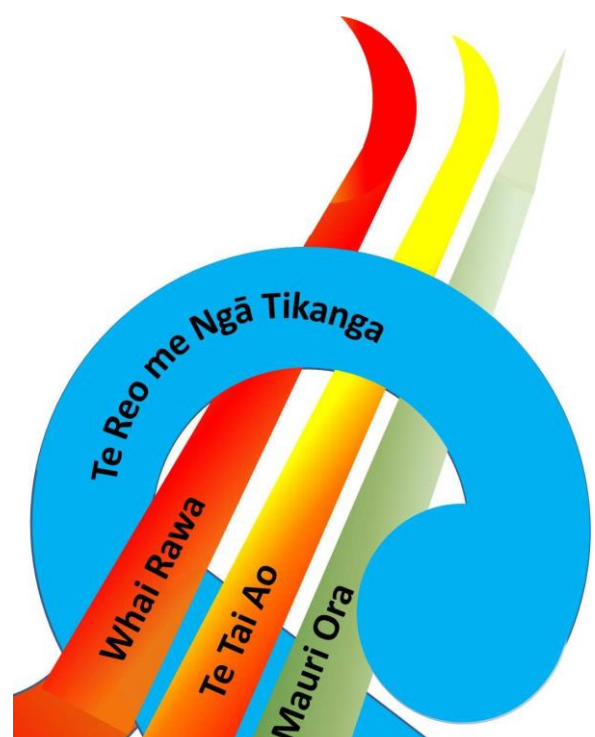
Ngā Pae o te Māramatanga (NPM) New Zealand's Māori Centre of Research Excellence (CoRE) has a reputation of distinction, providing critical contributions to Māori advancement, constructive international Indigenous engagement and capability and capacity building through the support of career development for Māori researchers at all levels. Our extensive track record shows outstanding research, driven by productive research networks, widely acknowledged leadership and powerful linkages with research organisations, change leaders and communities.

NPM moves forward with transformed governance and leadership structures to support our researchers to respond effectively to key research challenges that face Māori communities, the nation and the world. In 2016-20, we will create an integrated, transdisciplinary programme of research and capability building that will expand economic activity, provide solutions to environmental concerns and enhance human flourishing. These interwoven strands will be further bound together by a strong, research-based programme of te reo and tikanga Māori revitalisation and a commitment to the digital environment and innovative use of technology as a research and communication tool.

The collective economies of Māori communities and business entities have been boosted by commercial success, growing human capital, Treaty-settlement resources and policy change. The resources produced are increasingly being deployed for the maintenance and advancement of Māori scientific and cultural enterprise, wealth creation, education, health and wellbeing. NPM is well-placed to respond and contribute to this sea-change in Māori communities and our programme will develop and refine models of knowledge and transformative action, so that applications of research outputs will ensure that Māori can engage and contribute optimally in national life. The research will create sustainable, evidence-informed, future-focussed initiatives. It will catalyse the achievement of Māori aspirations for empowered, re-vitalised cultural futures. In forging new Māori futures, NPM also acknowledges the diverse challenges facing communities and will work with them to deliver research that contributes strongly to determining positive outcomes for whānau, hapū, and iwi and other Māori collectivities. NPM recognises the importance of community-led research in delivering outputs that are relevant, responsive and necessary.

The new CoRE will employ a distributed leadership model co-led by Tracey McIntosh and Jacinta Ruru with wide engagement of researchers and teams from universities, wānanga, Crown Research Institutes, independent research providers, museums, polytechnics, iwi research groups and commercial entities. Our platform envisages a suite of integrated, complementary research projects spread within our three thematic areas and threaded through with a vigorous programme, **Te Reo me Ngā Tikanga Māori**, led by our Tohunga Reo, Wharehuia Milroy and Tīmoti Kāretu, that revitalises te reo and tikanga Māori, investing them strongly in the emerging research space. NPM will deliver a research programme grounded in mātauranga Māori, Māori science, kaupapa Māori and tikanga Māori approaches and methods, and utilising all appropriate science knowledge and techniques. It will be led by outstanding Māori scholars in the following areas:

- **Whai Rawa – Research for Māori Economies:** Mānuka Hēnare, Shaun Awatere
- **Te Tai Ao – Natural Environment:** Helen Moewaka Barnes, Michael Walker
- **Mauri Ora – Human flourishing:** Linda Waimarie Nikora, Papaarangi Reid



In the economic domain we will produce a national research plan, explore the effectiveness of established Maori business models, in a multi-dimensional view of Māori economies linked to identity, environment and social wellbeing, and create a framework around Māori economic futures in a post-settlement context. The environmental research programme will study pre-colonial Māori adaptations to significant climate change, develop new understandings of the associations of healthy populations and healthy places, catalyse a paradigm shift in thinking and action to rebuild the health of our waterways and propose new law, policy and models for Maori environmental governance. Our research on social wellbeing will support Māori youth in creating and implementing Indigenous leadership models for the future, identify patterns and models of transformative change in marginalised and criminalised communities, explore new dimensions of whānau oriented, culturally appropriate healing and research the cost of inequalities. Theme leaders will work in consultation with each other to assemble collaborative research teams to design and implement projects within and across each domain, using the strength of our established and rapidly growing research networks, evolved governance structures and revitalised community linkages. A cohort of Indigenous academic and community researchers who have specialised in research around Indigenous use of social media will develop innovative projects and advise on a communications strategy to ensure optimal connectivity within and among NPM research initiatives. We will emphasise collaborations among NPM researchers, communities, other research institutions, central and local government, commercial interests and international research organisations. Our partner organisations and lead investigators show the reach, depth and disciplinary scope of our programme that includes more than 100 confirmed Māori researchers from leading research organisations around the country. Our governance model is highly responsive to the needs of our researcher networks, with disseminated regional and iwi-oriented structures that support strong engagement with partner organisations in the research programmes. Research outcomes will contribute to key Māori-Crown policy frameworks and to the aims of organisations including the Iwi Chairs Forum and the Federation of Māori Authorities. We expect significant advances in te reo and tikanga Māori revitalisation, contributions to the development of Māori economies, establishment of key environmental projects and engagement with education initiatives and marginalised Māori to be visible by mid-term and mature outputs making substantial policy-relevant transformations in all areas by 2020.

The research will be conducted through our national and international networks of research teams where senior, mid-career, emerging investigators and postgraduate students will collaborate with community, research, commercial and Crown partners to conceptualise, design, implement and deliver projects within the programme. Expertise, innovation and energy will complement each other for best possible outcomes, ensuring expanding capability and capacity. Links to other national and international research organisations will provide new partners, emerging contexts and reciprocal stimuli for future developments. The revitalising of a national Māori research space will ensure that there are multiple active research domains within which our vigorous programme of postgraduate student support can be located, grounded and nurtured. We expect all projects within the research platform to make use of student placements and the fiscal provision available through our grant schemes. The MAI te Kupenga network will continue to support Māori PhD students in its national outreach. In addition there will be a suite of national and specialised research conferences, two academic journals and strong input from national mentoring bodies including the Māori Association of Scientists and Māori Association of Social Scientists with a range of capability building workshops, seminars and other linkages. NPM is in the fortunate position of having well-established links to local, national and international research networks that have added value to our research and will contribute to further success, outcomes and impacts in the future. Our researchers are also actively involved with several CoREs, other significant research institutes, and many of the National Science Challenges, enabling critical collaborations and extending research possibilities. The new NPM CoRE will make early calls on other Māori research groups including wānanga, iwi research organisations and private sector research businesses to extend our framework into an inclusive collaborative, national enterprise. In the international setting we will expand our international connections and partnerships, enhancing our position as world leaders in Indigenous knowledge production, learning and development, and constructive contributions to solutions to major challenges nationally and globally.

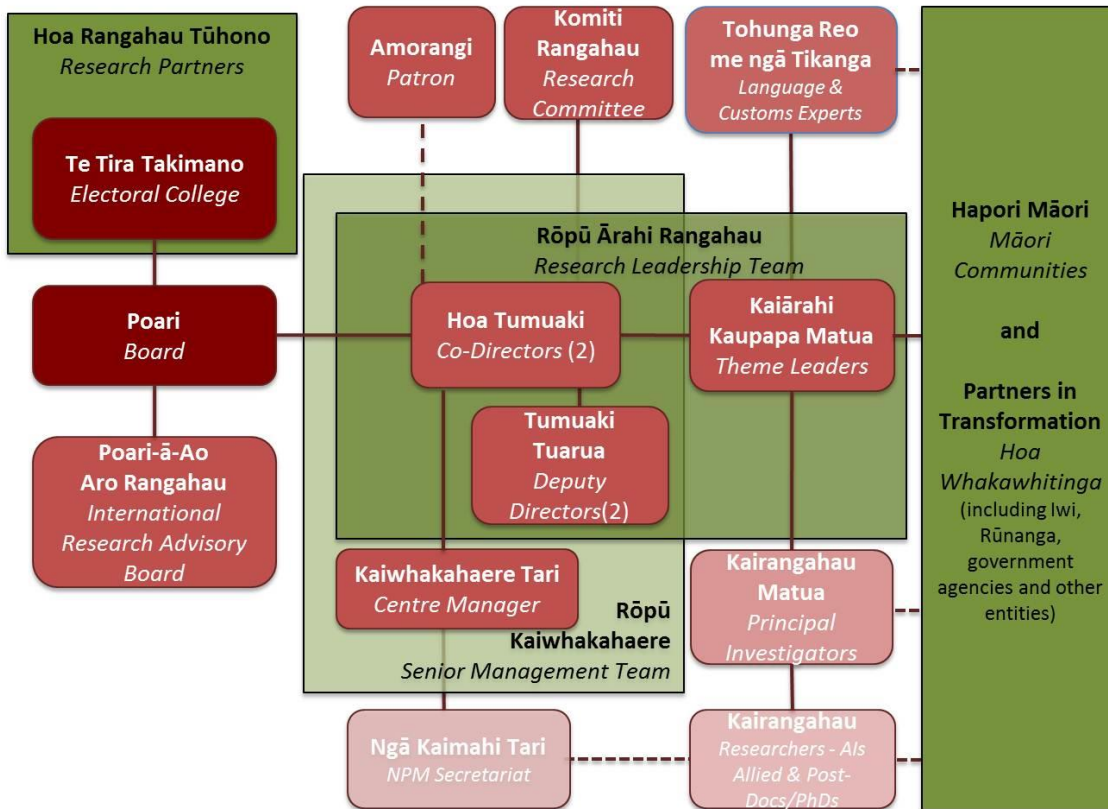
The span of this vision is strengthened by the community links and accountabilities of our researchers and their commitment and connection to cohorts of diverse Māori learners, including undergraduate and postgraduate students who represent Māori research futures. Our commitment to growing the research workforce spans undergraduate, postgraduate and doctoral students but is also engaged across all stages of academic careers. The research programme demonstrates a commitment to both emerging and established researchers to grow research excellence in and across disciplines. Through these arrangements we will further build our profile and confidence with communities throughout the country so that we rapidly become the research provider of choice for Māori seeking research and capability building to assist with their transformative aspirations for prosperity, vitality and wellbeing.

GOVERNANCE AND MANAGEMENT

Governance plan

This bid signalled a new distributive leadership model, a more collaborative governance structure and greater community engagement for Ngā Pae o te Māramatanga. Our proposal embodies the notion of a contributory collective ensuring academic and research leadership spans the country, our research fields and programme areas. This reorganisation addresses views expressed at successive hui throughout the country in 2014 and will assist NPM to develop its cohesion, leadership and accountabilities to Māori communities, researchers and institutions.

Ngā Pae o te Māramatanga will be restructured to reflect these new commitments with the vision and operation of the organisation focussed into two key bodies that are advised by various expert boards and critically grounded in diverse Māori communities (figure below). In terms of the vision and objectives of NPM, the Research Leadership Team (RLT) made up of the Co-Directors, Deputy Directors and research theme leaders with oversight and input from our Tohunga Reo, is at the heart of the enterprise. The RLT is vitally connected to the Board, the International Research Advisory Board, the Electoral College and the Principal and Associate Researchers. Equally the RLT is directly connected to diverse Māori collectivities including hapū and iwi but also other Māori communities of interest and to long established partners in transformation. Organisationally the Senior Management Team (SMT) made up of the Co-Directors, Deputy Directors and Centre Manager are responsible for day-to-day management and operations to deliver the objectives and outcomes of NPM and ultimately achieve the vision. The SMT is supported by a Secretariat of skilled administrators and technical staff.



Governance structure

The governance of NPM is constituted in the entities of Te Poari, Te Tira Takimano and Poari-ā-Ao Aro Rangahau, as shown above on the left.

Te Poari me āna whakahaere: Board roles & responsibilities

The Board's role is to approve strategic directions, manage risk and provide oversight to support the generation of excellent research and positive outcomes from the CoRE for Māori and the nation. The reporting lines for the Board are through Auckland University as Host, to the Tertiary Education Commission. The Board structure in 2016 and beyond will consist of eight members with the Co-Directors ex-officio in attendance. A representative Te Tira Takimano (Electoral College) will recommend six Board members while two will be selected by the Host. The Host will retain responsibility for employment and financial matters, but delegate operational control of budgets, annual plans, strategies and outcomes to the Board. The Board Chair will be jointly agreed by the Host and Te Tira Takimano.

Te Tira Takimano: Electoral College of Partners

Te Tira Takimano (TTT) will be made up of single representatives from each of NPM's 20 partner organisations. TTT will be independent from NPM and the Host organisation and responsible for:

- Ensuring there is an appropriate mix of skills and attributes among Board members
- Upholding the voice and mana of researchers and partners in NPM
- Supporting the vision of NPM

A hui-ā-tau (annual general meeting) including the Board and Te Tira Takimano will be held to present and discuss strategic and annual plans, budgets and other business. The Board ultimately reviews and endorses plans and budgets for approval by the Host.

Poari-ā-Ao Aro Rangahau: International Research Advisory Board

The six member International Research Advisory Board (IRAB) provides independent expert opinion on the quality of research and related activities across NPM. Members are experts of international standing in the field of Indigenous development research. The IRAB reports to the

Board, its priorities and activities are determined and managed by the Board, and the Board is responsible for appointing the members of the IRAB.

Professor Linda Tuhiwai Smith is the confirmed Chair for the IRAB in 2016, providing excellent context, leadership and understanding of the international and national Indigenous research sphere.

Together these bodies and processes constitute the governance of NPM.

Management plan

The NPM management structure and plan has evolved significantly, providing greater distributive leadership, while allowing the nurturing of emerging leaders. This new model, developed with our network and partners, revitalises NPM as a highly functional national network, promotes greater engagement, heightening our potential, increasing our outputs and lifting research uptake and impact.

Management structure

NPM management consists of two essential rōpū: the Rōpū Tumuaki (Senior Management Team) responsible for administrative and Centre management, and Rōpū Ārahi Rangahau (Research Research Leadership Team) charged with academic and research management.

Ko ngā Whakahaere-ā-Tari: Administrative and Centre Management

The administration and management of NPM is the responsibility of the Senior Management Team (SMT) which will consist of the Co-Directors, Deputy Directors and Centre Manager.

Ko ngā Whakahaere Mātauranga me te Rangahau: Academic and Research Management

The academic and research management of NPM is the responsibility of the Research Leadership Team which will consist of the Co-Directors (as Co-Chairs), Deputy Directors and Theme Leaders.

Amorangi: Patron

The Patron's role is to increase the public standing and mana of NPM through key activities and representation of NPM as a figure of significant standing in the field of Māori and Indigenous development. The Patron will work with the Co-Directors and Board, as required to support NPM. The Patron will also assist in ensuring NPM uphold tikanga and kaupapa Māori approaches across research and activities. **Hon. Dr Pita Sharples** has been appointed NPM's Amorangi from November 2014.

Kairangahau: Researchers

The NPM researcher network comprises over 100 Māori researchers across the country within 20 partner organisations². These researchers engage with communities and each other, develop and undertake NPM research. Allied and collaborating researchers also contribute and facilitate NPM research and activities.

Komiti Rangahau: Research Committee

The NPM Research Committee's role is to ensure research excellence by assessing the research proposals aligned with the research programme. The Research Committee independently assesses the research quality based on set criteria to ensure excellence, relevance and likely impact of NPM research. The Research Committee reports to the Co-Directors.

² The Host, University of Auckland, is a partner/organisation. Therefore 20 organisations/entities partner for NPM.

NPM Investigators

The NPM research network is necessarily open-ended and inclusive to encompass both our intention to add to the portfolio of research projects within our platform through our funding allocations and co-funding opportunities. The inclusive orientation also allows for our capability building role with emerging researchers and the potential to bring successful students through postgraduate programmes into research positions within the five year life of the CoRE.

At this stage of formation, the network includes the researchers from all of our partner organisations who are committed to the NPM research programme. A selection of these are named as Principal Investigators (PIs) and Associate Investigators (AIs). A NPM PI is a Māori researcher of standing, dedicated to ensuring the success of NPM's research programme and providing conceptual and practical leadership for the development of world class Māori researchers. A NPM AI is a valued Māori researcher committed to contributing towards the success of NPM's research programme and nurturing the development of world class Māori researchers.

Responsibilities of NPM Investigators

NPM Investigators (Principal and Associate) contribute to the development of the research programme, collaborating with a Theme Leader or member of the RLT.

Investigators attend NPM-organised meetings, retreats/wānanga, symposia or hui relevant to their area of expertise and interest and are expected to represent NPM constructively locally, nationally, and internationally.

Investigators may receive support from NPM for their research or development and through the Grants and Awards programme.

Investigators will also be eligible to apply for any competitive funding available from NPM in the future and be expected to attend PI/Investigator hui to develop research and ensure our excellence.

Investigators will be appointed for at least 2.5 years initially. After this period a review process will be undertaken by NPM to confirm accreditation of existing PIs and consider addition of new PIs based on criteria similar to those described here and including a consideration of performance in the role of NPM Principal Investigator, or Associate Investigator, to that date.

Allied Researchers

To help achieve its vision and specific research goals, NPM recognises the role of Allied Researchers, who are Pākehā (non-Māori) academics, whose core work has impacted positively on Māori, has supported Māori capability and capacity building, and who are committed to the NPM vision and contributing their recognised and valuable expertise.

NPM Allied Researchers have included past research collaborations with other Centres of Research Excellence (e.g. Gravida, Alan Wilson Centre and the more recent CoRE Te Pūnaha Matatini), University Research Centres (e.g. COMPASS Research Centre, SHORE) and individual researchers or teams that have supported NPM research and activities. These collaborations are valuable in that they build reflective, reciprocal relationships that allow the development of bi-cultural models of practice and thought. It also allows allied researchers to gain far greater insight into Māori research paradigms and to be better informed about their own research practice. The benefits of such relationships accrue to all parties. NPM will identify and develop possible co-funding opportunities with many of its Allied Researchers, both nationally and internationally.

To highlight the importance of some of our national Allied Researchers, a new initiative for NPM in 2016 will be to name up to ten Distinguished Allied Researchers who are committed to the NPM vision. Our Distinguished Allied Researchers will bring to NPM their depth of experience in working with Māori communities, research leadership skills and/or success in securing significant external research funding.