



CHAMPIONING EXCELLENCE in Tertiary Teaching and Learning

Ako Aotearoa's strategic plan:
2010–2013



OUR VISION: THE BEST POSSIBLE EDUCATIONAL OUTCOMES FOR ALL LEARNERS



AOTEAROA
NATIONAL CENTRE FOR
TERTIARY TEACHING
EXCELLENCE

OUR vision

*The **best possible** educational outcomes for all learners*



OUR mission

Through a focus on enhancing the effectiveness of tertiary teaching and learning practices, Ako Aotearoa will assist educators and organisations to enable the best possible educational outcomes for all learners.

OUR view on teaching and learning

Our use of the Māori word 'Ako' reflects our view that teaching and learning are two interactive parts of the whole education experience. Learning should be active and learners have responsibilities as well as rights. Teachers modify and improve their practice by interacting with active learners.

OUR commitment to the Treaty of Waitangi

Ako Aotearoa is committed to becoming a treaty-based organisation, embracing the principles of te Tiriti o Waitangi. We aspire to become a bicultural organisation and are guided by Te Tauākī Ako, our Ako Framework developed in discussion with our Māori Caucus.




Our value proposition

Ako Aotearoa leads the drive to establish what counts as good and effective tertiary teaching in Aotearoa, New Zealand and to make it happen, so that teaching is better, is better valued and produces better outcomes for learners and the nation.

Ako Aotearoa has been established to support New Zealand's tertiary education organisations and educators to meet these wide-ranging challenges. A key starting point for us is that because of these complexities, there is no single solution for the

enhancement of tertiary teaching and learning. Good practice and excellence in education comes in many forms.

With this in mind, our aims are three-fold:

- to ensure that all tertiary learners enjoy good and worthwhile experiences when they embark on tertiary study,
- to ensure that every learner has the maximum opportunity to complete their studies successfully, and
- to nurture and sustain both teaching excellence and excellent teachers. 


Working across the whole sector

Ako Aotearoa will ensure an inclusive approach as we proactively seek to address issues in all tertiary learning contexts.

We believe there is much that different parts of the sector can learn from each other and will work across the whole tertiary sector, involving adult and community education, institutes of technology and polytechnics, other tertiary education providers, private tertiary education providers, universities, wānanga and workplace learning.

In this way we will look to add value to organisations where initiatives to support effective teaching and learning outcomes are already underway and work to build capability for similar programmes where they may not yet be available.

To meet our commitments, Ako Aotearoa will build effective relationships with three stakeholder groups:

- organisations (including tertiary education organisations, government agencies, employers and unions)
- educators (including staff engaged in learning support, iwi development and workplaces)
- learners (through learner representative bodies). 



What's driving the plan

Ako Aotearoa's strategic plan is framed in the context of the Government's Tertiary Education Strategy 2010–2015 and its vision for a world-leading tertiary education system.

Tertiary education is critical to improving the well-being, learning and productivity of New Zealand. The number of New Zealanders wanting to take part in it is growing.

Participation in formal tertiary courses and programmes has increased ten fold in the past forty years. In addition to this, the number of New Zealanders opting to take part in workplace learning programmes is rising. About one million New Zealanders take part in some form of tertiary study. Tertiary education is a significant investment for the country and for the individual and their families. All seek value for money.

These learners are hugely diverse, particularly in their:

- levels of preparation for tertiary study
- preferred environments for learning
- motivations and aspirations.

Currently, however, a significant problem exists: the quality of tertiary teaching practice and learner experience varies widely between and within tertiary providers and, as a result, New Zealand is not securing the full return from investment in tertiary education. Government has signalled that it is requiring tertiary organisations to pay more attention to their education performance.

At the same time that learners are becoming more diverse, the nature of tertiary education is rapidly changing. As we move towards a more skilled and educated society, functional literacy and numeracy issues for all citizens are becoming more critical; cultural and socio-economic factors are impacting on educational success; and rapid changes in technology are changing the ways in which we teach and learn. We must also be cognisant of the international dimensions of education and training both in the currency of our practice and the future needs of learners. 🗣️

How Ako Aotearoa can help you

At Ako Aotearoa we are guided by our values and principles. These identify who we are and how we work. In all our operations we will:

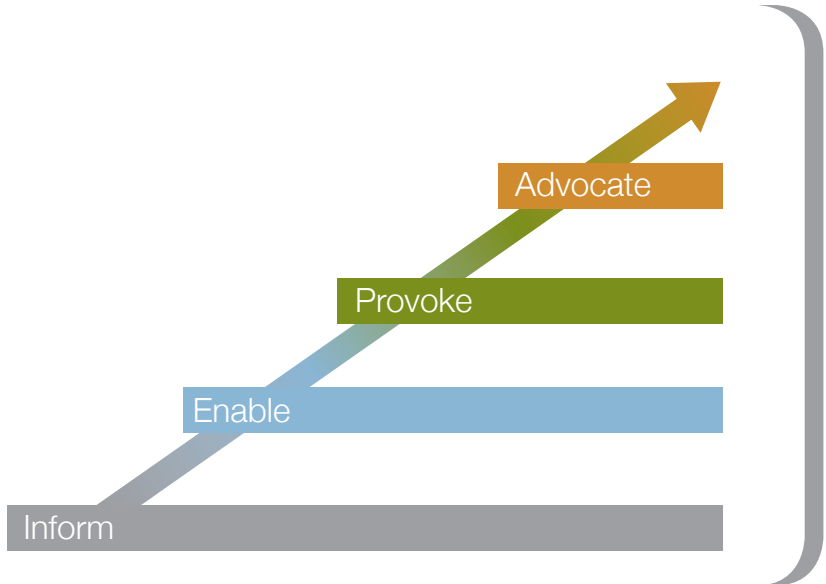
- focus on learner outcomes
- be evidence-based
- strive for excellence
- collaborate
- be accessible and responsive to diverse interests and perspectives
- look for and foster innovation

- be an independent voice for effective teaching and learning
- draw on international perspectives where appropriate
- take a leadership role.

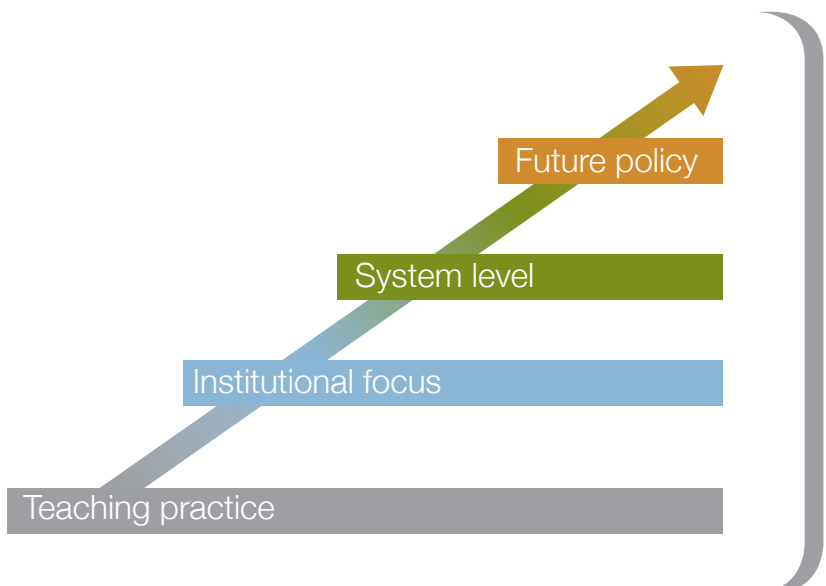
Ako Aotearoa will work in partnership with those organisations and individuals already involved in researching and promoting good teaching practice and the scholarship of teaching and learning. We will identify and promote effective practice, and will assess ways in which demonstrably successful ideas in one learning context may be applied equally successfully in another. 🗣️

Changing emphasis

OUR MODE OF ACTION IS EXPANDING



OUR LOCUS OF ACTIVITY IS EXPANDING AS WELL



Our strategic overview

Goals

Individual and organisational efforts to improve tertiary teaching and learning are fostered and supported

Excellence in tertiary teaching practice is celebrated and valued

Research into effective teaching and learning is supported and leads to strategic and sustainable enhancement of practice

We are a primary source of knowledge and resources to support the enhancement of teaching and learning

Our policy advice, advocacy and leadership on system and organisational strategies to enhance teaching and learning lead to clear benefit for tertiary learners

Strategic Themes

Emerging strategic themes for Ako Aotearoa from 2010 onwards

1. Enhancing service standards of tertiary organisations and aspiring to excellence
2. Evidence-based enhancement of practice at the individual and the organisational level
3. Strategic and sustainable support for Māori educators and learners within an Ako Framework
4. Supporting Pacific Peoples' advancement through tertiary education
5. Hearing and acting on the learner voice
6. Working in partnership and maximising leverage across the tertiary sector for learner benefit
7. Promoting discussion and debate about the enhancement of tertiary teaching and learning

Key Actions

- 1.1 Support the development of tertiary teaching as a profession
 - 1.2 Support the development of educational leadership in the tertiary sector
 - 1.3 Support the development of learning organisations in the tertiary sector
 - 1.4 Celebrate excellence
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- 2.1 Build capability in evidence-based enhancement of teaching and learning
 - 2.2 Support the development of organisational evidence bases
 - 2.3 Maximise the impact of our funding schemes for the benefit of learners
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- 3.1 Support educational success for Māori through strategic partnerships with educators and iwi groups
 - 3.2 Develop a work programme to implement these strategies
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- 4.1 Develop a strategy and project portfolio to support Pacific learners
 - 4.2 Support Pacific leadership development across the tertiary education sector
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- 5.1 Facilitate learner-led projects
 - 5.2 Develop work supporting effective learner involvement in organisational decision making about teaching and learning
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- 6.1 Develop project partnerships for the enhancement of tertiary teaching and learning
 - 6.2 Facilitate and support collaboration across the sector
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- 7.1 Develop summary guides on good and effective teaching practice
 - 7.2 Continue to develop the Ako Aotearoa website as an essential tertiary teaching resource
 - 7.3 Take a leadership role in challenging the effectiveness of existing teaching and learning practices



What we seek to achieve: the A

Ako Aotearoa's mission is inevitably a work in progress. We need outcomes are inevitably medium or long-term. The outcomes hierarchy p our direction of travel is correct and our immediate actions and impact

THE BEST POSSIBLE EDUCATIONA

LONG TERM OUTCOMES

Ako Aotearoa is a recognised and respected change agent for effective and innovative teaching and learning practices

The quality and effectiveness of tertiary teaching and learning is enhanced

Ako Aotearoa achieves international recognition for promoting effective teaching and learning practices

Tertiary educators incorporate good and effective teaching and learning practices in their delivery

Tertiary education organisations implement supportive policies, systems and practices

INTERMEDIATE OUTCOMES

We effect change in collaboration with sector stakeholders

Our communications with our key stakeholders are effective

We provide high quality, independent advice

Ako Aotearoa informs and leads debate about the enhancement of teaching and learning

Ako Aotearoa staff are highly regarded

There is stakeholder awareness of Ako Aotearoa, its role and its knowledge base

Knowledge and understanding of effective learning environments is enhanced

Professional development programmes incorporate evidence-based principles of effective teaching and learning practice

There is increased recognition of the importance of the quality of teaching

There is increased recognition of the importance of the broader tertiary learning environment

INITIAL IMPACTS

Learners are more engaged in debate on tertiary sector issues

Models of good teaching and learning practices are identified, disseminated and debated

Academy members continue to contribute to the development of the sector

OUR KEY



Ako Aotearoa outcomes hierarchy

to support a continuous process of quality enhancement and some provides a framework for monitoring and evaluation in order to ensure that show we are being effective in working towards our longer term goals.

LEVEL 1 OUTCOMES FOR ALL LEARNERS

The tertiary system and its component organisations have a culture that is supportive of teaching and enhancing teaching and learning practices	Aotearoa, New Zealand has a coherent and accessible body of knowledge that informs effective tertiary teaching and learning practices
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Educators and tertiary education organisations self-assess and continuously improve	Ako Aotearoa is regarded as one of the primary knowledge repositories and resources for tertiary education in NZ	Ako Aotearoa effectively brokers and encourages sharing of evidence-based improvements in practice
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Increased numbers of educators participate in professional development programmes	Tertiary education organisations have explicit strategies for the professional development of their teaching staff in order to benefit their learners	Knowledge and understanding of effective teaching and learning practices is enhanced
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The importance of ongoing professional development is recognised	There is enhanced recognition of the value and status of tertiary teaching	Research findings and knowledge are disseminated effectively
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Ako Aotearoa forums are relevant and helpful	Resources on Ako Aotearoa website are accessed and utilised	The National Tertiary Teaching Excellence Awards raise the profile of good teaching and learning practices	Commissioned/ funded research is relevant and supports change and debate	Emerging trends and innovative ideas are disseminated and inform practice
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ACTIONS

Te Tauākī Ako: Our Ako Framework

The purpose of this document is to provide a framework that underpins how we support Māori learners and educators but also informs how we work for all learners. It also reflects the dimensions that we believe organisations and educators working within a kaupapa Māori context should address and incorporate into their business practice.

Ako Aotearoa is committed to being an organisation that is based on the principles of the Treaty of Waitangi. This commitment is underpinned by robust internal systems, strategies that specifically relate to positive outcomes for Māori learners and an organisational structure that includes a Māori Caucus comprising respected Māori tertiary educators, two of whom sit on the Ako Aotearoa board. It is intended that this is a living document that is continually referred to and reviewed in the operation and development of Ako Aotearoa's service delivery. 

Kaupapa	Whakamārama	Tikanga
Whakapapa	Genealogy, heredity	<p>Understands and celebrates the origins of the wider organisation and the whakapapa of the individuals within it</p> <p>Understanding the organisation and its place in the sector</p> <p>Understanding the whakapapa of knowledge and our place in that whakapapa i.e. Tane-nui-ā-Rangi</p> <p>Understanding and recognising the validity of the history, perspectives, beliefs and values of Māori in Aotearoa</p>
Wairuatanga	Spirituality, belief, faith	<p>Is inclusive of moemoeā and matakitetanga – vision</p> <p>Recognises and respects other belief systems</p> <p>Recognises wairuatanga as an integral component of an individual along with taha tinana (physical), taha hinengaro (intellectual), and taha Māori (family)</p> <p>Integrates wairua into all practices</p>
Whanaungatanga	Kinship, relationships	<p>Understands the relationships between individuals, iwi, hapū and pan Māori groups and how to promote, establish and manage mutually beneficial relationships</p> <p>Strong support systems for members of the organisation</p> <p>Maintaining strong relationships with key stakeholders</p>
Mana	Authority, reputation	<p>Building, valuing, promoting and protecting the reputation of Ako Aotearoa</p> <p>Recognising and respecting the authority and reputation of whānau, hapū, iwi and Māori groups around the country</p>
Te Reo		<p>Respect and value for te reo Māori</p> <p>Promoting and using te reo Māori</p> <p>Promoting and supporting excellence in the teaching and learning of te reo Māori</p>

Kaupapa	Whakamārama	Tikanga
Mātauranga Māori	Māori Knowledge	Promoting Mātauranga Māori to the tertiary sector Promoting discussion and use of Māori learning frameworks
Kaitiakitanga	Guardianship, conservation, sustainability	Sources of knowledge acknowledged and respected Valuing the longevity of the organisation Establishing systems to ensure the sustainability of the organisation Ensuring that practices are consistent with conservation and sustainability of natural resources
Manaakitanga	Hospitality, generosity	Manaakitanga is integrated into all aspects of our service Educators and learners are the focus Guidelines and processes are culturally appropriate user friendly and accessible to client groups Is inclusive and readily shares information
Whakanui	Respect, value	Valuing our people and stakeholders Valuing the contributions we receive from all parts of the sector Valuing excellent and good teaching and good learning practice
Kotahitanga	Unity	Promotes and encourages collaboration Is focussed on positive outcomes for Māori learners and national Māori development
Whakamana	Empowerment	Empowering Māori by aspiring and working towards being a TOW based organisation and increasing capability to service Māori Empowering teachers and learners Empowering the sector to do better for Māori teachers and learners
Akoranga & whakaakoranga	Learning & teaching	Being learner focussed Understanding learner needs Identifying, encouraging and promoting excellence/emancipatory praxis in teaching
Taunaki	Evidence based	Basing research on sound methodology Research has a practice focus All assertions and frameworks are supported by robust evidence particularly around outcomes for learners
Kairangi	Excellence, high standards	Maintaining high standards of project and research evaluation Maintaining and valuing high standards in the work we do

Note This document has its origins in work that has been carried out into kaupapa Māori and mātauranga Māori frameworks by many notable Māori educators including Graham Smith, Linda Smith, Leonie Pihema, Mereana Selby and Ako Aotearoa's Māori Caucus.

How we operate



Ako Aotearoa National Office is hosted by Massey University in Wellington.

Ako Aotearoa is New Zealand's independent Centre for Tertiary Teaching Excellence. Ako Aotearoa's National Office is hosted by Massey University on its Wellington campus. We have three regional hubs:

The Northern Hub based in Auckland, serves the upper half of the North Island. It is jointly hosted by AUT University and Manukau Institute of Technology.

The Central Hub based in Palmerston North, serves the lower half of the North Island. It is jointly hosted by Massey University and Universal College of Learning.

The Southern Hub based in Christchurch, serves the South Island. It is hosted by the University of Canterbury.



The Virtual Hub Ako Aotearoa's website is a major repository for resources on tertiary teaching practice. It also hosts a wide range of communities of interest about tertiary education.