

Te Mahere Rautaki o Kā Rakahau o Te Ao Tūroa

Strategic Plan

Centre for Sustainability: Agriculture, Food, Energy, Environment

Our mission: Sustainability transitions through collaborative research

Our goals:

- Focus on sustainability challenges evident at local, national and global scales
- Be responsive to research needs identified by our research partners, which include iwi/hapū, sector organisations, communities and government
- Use interdisciplinary and cross-cultural research practices
- Produce excellent research outputs
- Communicate research findings to stakeholders and in academic contexts
- Expand our visibility and reputation locally, nationally and internationally.
- Model good practice in implementation of the University's Māori Strategic Framework
- Practice sustainability in CSAFE's own operations
- Maintain financial stability
- Maintain a critical mass of research competence within the Centre
- Support the development of new and emerging researchers
- Be collegial, creative and influential

Concepts common to our research as a whole:

- Ki uta ki tai (holistic approach - from mountains to the sea)
- Sustainability
- Resilience
- Systems
- Well-being
- Participation
- Governance
- Identity
- People
- Place
- Transitions

Our objectives:

1. The research that we do will

- address issues for our common future
- inform choices, adaptations and transitions
- be relevant to policy and practice
- achieve mutually beneficial research outcomes (both to researchers and research partners)
- draw from, but not be bounded by, intellectual traditions
- bring new perspectives on intransigent and emerging issues

2. We will do this by

- focusing on researchable problems that would benefit from interdisciplinary inquiry
- questioning assumptions
- valuing the contributions of both science and social science disciplines
- valuing traditional and local knowledge

- collaborating with and learning from our research partners
- building capability for interdisciplinary and cross-cultural research amongst our staff and postgraduate students
- collaborating with researchers external to CSAFE, both from within Otago University and more widely
- extending and strengthening our international research relationships
- using techniques which assist in understanding complexity, interactions and change processes
- communicating research findings in accessible ways

We do it because

- we wish to support the aspirations of families/whanau, communities, iwi, hapū, land users, households, individuals, sector organisations and government agencies to achieve greater resilience and to unlock their actions toward sustainability
- we wish to influence policy, institutional structure and governance arrangements to achieve the transformations necessary for a sustainable future
- we are committed to ethical, inclusive processes
- we value bicultural partnership models for research and management

3. In our Centre operations we will

- Provide a work environment which supports people to reach their full potential
- Incorporate bicultural awareness and practices internally and in research
- Model sustainable practices
- Provide infrastructure and support for research teams to perform innovatively and productively
- Practice good financial management
- Promote the use of Te Reo Māori
- Build a sense of community through providing opportunities for collegial and fun interactions that include all Centre members
- Act as a venue for fertile and constructive discussions between researchers and those interested in research questions and research findings

4. To build Māori research capability we will

- Build basic understanding of Te Reo and tikanga Māori among CSAFE staff, students and interns by offering in-house training
- Utilise a cultural advisor to work closely with CSAFE staff to help develop cultural competence (awareness, knowledge and skills)
- Develop sufficient competence to use basic reo and Māori protocols within everyday practices as appropriate, including mihi whakatau when special visitors or new staff arrive
- Require researchers to work in accordance with CSAFE's Māori Research Guidelines and supporting them to do so
- Engage with Māori communities and organisations around their self-identified research needs, and, where relevant, enter into joint research proposals
- Actively support new and emerging Māori researchers, particularly in applications for scholarships and research funding, and in the cross-over between being fixed-term research-funded staff and permanent research staff
- Provide Māori mentoring for Māori students and staff
- All else being equal, have a preference that new CSAFE staff are competent with basic Te Reo and familiar with tikanga Māori on appointment
- Have at least 2 Māori members on the Advisory Board, at least one of whom is Ngāi Tahu.
- Actively consider issues of importance to Māori in relation to every research bid, even if it is not nominally a Māori research topic.

5. To build strong relationships and networks we will

- Collaborate with researchers within Otago University with complementary skills
- Build and maintain connections with complementary researchers in other universities and research agencies New Zealand, including through networked organisations such as the National Energy Research Institute
- Expect that researchers will develop and maintain good relationships with the Māori and other communities with whom they are carrying out research
- Establish more formal relationships between CSAFE as a Research Centre of the University of Otago and iwi organisations, particularly tangata whenua
- Host and meet with sector, iwi and government organizations to keep in touch with their research needs and emerging issues
- Strengthen our international links through hosting international visitors of high academic standing, visiting complementary international research centres and research users, attending international conferences, exchanges of students and staff, and hosting international postgraduate students and interns

6. To communicate research findings and expand our visibility and reputation we will

- Maintain our website as a vibrant and up-to-date site
- Take opportunities to translate CSAFE research into teaching
- Maintain the 'Seminars at CSAFE' programme
- Contribute to public debate and education through regular contributions to the Otago Daily Times and invited media interviews
- Share research findings, by invitation, at relevant iwi fora/hui or national symposia/hui
- Publish research briefs, *Kai Kōrero* and *Titī Times* (and/or similar outreach publications designed for non-academic audiences)
- Seize opportunities to make presentations and encourage discussion and feedback about our research at all scales from communities or farmer groups to international conferences
- Support and encourage researchers to improve their academic writing skills
- Write and submit papers to prestigious international journals

8. To keep the Centre financially viable we will

- Ensure that CSAFE maintains the necessary skills in bid development, bid-writing and financial management of research projects, recognising that CSAFE is likely to continue to be almost wholly dependent on external research income
- Develop a strategic approach to bidding with the intention of maintaining research income at a stable or enhanced level, avoiding major fluctuations
- Seek to establish at least five major (ie 3 years or more) core research projects during 2012 in the areas of agriculture, mahinga kai, energy, seabirds/ENSO and food waste
- Develop a tailored programme of smaller research projects that develop capability, track records and findings that may lead to future larger bids
- Actively seek opportunities for international research funding and/or international research collaborations
- Limit the total number and value of the research contracts that are (i) very small, or (ii) provide inadequate overheads, or (iii) are led by a single Principal Investigator.
- Engage in teaching within relevant papers, particularly the Environment and Society (ENVI) papers
- Actively explore opportunities for a source of more stable funding for CSAFE (e.g. funded chair)
- Ensure the salaries of the Director and Deputy Director are provided with part-funding support other than designated research income

7. To build capability, capacity and resilience in the CSAFE community we will:

Advisory Board

- Establish an Advisory Board with representation from key stakeholders such as end-users of our research.
- The Board will have 5-7 members drawn from our key research partners.
- It will include at least two members able to assist the Centre in managing its relationships with iwi organisations
- The Board’s terms of reference will include an overview of the Centre’s activities in relation to the Centre’s and the University’s interests and reputation, the Centre’s commitments to building Māori research capability, and this Strategic Plan

Staff

- Aspire to having at least 6 FTE senior researchers by 2013
- Where possible within funding constraints and required competencies, seek to retain fixed-term research staff to maintain continuity
- Establish a senior Māori position
- Maintain sufficient support staff FTEs commensurate with the scale of activities to ensure that day-to-day management runs smoothly without overly stressing support or research staff
- Encourage emerging researchers to teach so as to help broaden their portfolio of skills

Postgraduate students

- Host and supervise postgraduate students, with a preference for students whose research is aligned with existing or anticipated CSAFE research projects
- Cap the number of postgraduate students per supervisor to a number that can be supported and mentored adequately. This is likely to vary according to the EFTs, the experience and the other commitments of supervisors, but for a senior researcher this is likely to be something in the order of 4-6 postgraduates
- Actively seek suitable Māori students as postgraduates and for summer scholarships

9. Indicators of successful implementation of this strategic plan

<ul style="list-style-type: none"> • Stable or increased research income • At least 5 major research projects funded in 2012-13 • Research projects with at least 2 iwi • Balanced budget • Increased proportion of projects with a kaupapa Māori focus • Increased numbers of Māori postgraduate students and staff • Increasing number and quality of peer-reviewed publications • Increasing numbers of readers of research communications to non-academic audiences • Positive feedback from research partners • Popularity of SAC seminars • Evidence of reputation – numbers of visitors, PhD students etc 	<ul style="list-style-type: none"> • Evidence of influence e.g. policies adjusted, theories utilised, establishment of protection measures for depleted mahinga kai • Repeat invitations to carry out research with the same group/organisation • Invitations to share research findings or advise, e.g. by government, sector groups, iwi etc • Improvements in organisational sustainability • Improvements in levels of implementation of the Māori Strategic Framework measured by the basic-intermediate-advanced development prompts¹ • Quality of working life at CSAFE at personal and practical levels
---	--

¹ See Appendix 7, Report on the Review of the Implementation of the Māori Strategic Framework , Office of Māori Development, October 2010