

School of Māori and Indigenous Studies

Masters in Māori and Indigenous Leadership



Masters in Māori and Indigenous Leadership

An applied professional programme dedicated to supporting the advancement of Māori and Indigenous self-determination. Graduates will gain knowledge, skills and networks to enable them to lead change, innovation and transformation within communities and organisations. This qualification is designed for people wanting to strengthen their ability to step in to management and governance leadership roles with responsibilities for delivering on Māori aspirations within Iwi, Māori, government, community and private sector organisations.

The Masters in Māori and Indigenous Leadership (MMIL) is founded on the belief that the most significant contribution to advancing our tino rangatiratanga at this time is people with courage, vision and culturally embedded leadership skills, who can imagine and realise practical solutions that achieve intergenerational aspirations.

The MMIL is an applied, professional and flexible multi-disciplinary taught Masters programme that is designed to accelerate the career progression of mid-career Māori across all sectors with the ultimate aim of growing inspired leaders capable of materially advancing tino rangatiratanga in the service of their people.

The MMIL can be completed while in full time employment over an 18 month period. Each cohort will comprise approximately 12-20 people. The wānanga format will enable students from outside Canterbury to enter the programme. Part-time students are welcome and can take up to three and a half years to complete the degree.

The programme is open to students who do not have an undergraduate degree, providing they can demonstrate service to the Māori sector.

It is open to people currently working in Iwi, Māori, government, community and private organisations with responsibilities for engaging with Māori interests, values and aspirations.

For 2017, there are a limited number of scholarships available.

The MMIL has been designed to:

- Make a significant contribution to the Māori sector by preparing emerging leaders to envision, implement and execute on the aspirations of our communities;
- Equip emerging leaders with knowledge and skills, including the ability to:
 - Analyse, critique and create models of Indigenous development, drawing upon comparative approaches, practical knowledge and soft skills to create pioneering models that uphold intergenerational aspirations and tikanga Māori;
 - Develop advanced leadership skills and attributes to enable graduates to lead and implement change initiatives within Māori contexts;
 - Develop the breadth and applied skills necessary to excel in a strategic leadership role; and
 - Deepen disciplinary expertise at an advanced level relevant to the personal affinities of each student.
- Create a national cohort of next generation Māori leaders, from across Iwi, Māori and government sectors; and
- Foster international Indigenous relationships around a cohort of Māori leaders.

Overview of Programme

The Masters in Māori and Indigenous Leadership programme involves:

- 10 monthly weekend wānanga to be held at marae that will involve deep work on (1) leadership in the Māori sector that will develop strategic thinking, knowledge of functional management and personal leadership skills and (2) comparative Indigenous models and theories of development. These wānanga will involve presentations from established leaders in the Māori sector;
- Four week hiko to North America to connect with First Nations peoples and develop practical understanding of comparative Indigenous approaches to development and self-determination;
- One elective paper that can be drawn from any discipline to enable students to gain depth in existing area of expertise or broaden their expertise into a new field. Notably, this elective paper can be completed at any tertiary provider in New Zealand, enabling those from outside the Canterbury region to complete this course at a convenient location and to select the content they consider most relevant to their future aspirations;
- One practical project that will require students to design and implement an innovative initiative within their community or organisation. This project will synthesise the learning gained from across the programme as a whole; and
- Research paper in an area relevant to the personal affinities of the student.

Programme Details



The programme will have five key components:

- 60 points of core courses: (1) MAOR 430 Māori leadership and (2) MAOR 431 Comparative Indigenous Models and Theories of Development. These two courses are designed to equip graduates with the skills, attributes and knowledge to lead within the Māori sector;
- A 30-point elective course (or two 15-point courses, or other courses to a total value of 0.25 EFTS) to enable students to customise their Masters-level study by either deepening their expertise in their current domain or broadening their knowledge base. The elective courses can be from postgraduate schedules in Science, Arts, Health, Education and Commerce (including a number of MBA courses). With the permission of the Head of Aotahi the student may take the elective course or courses at another tertiary institution.
- A 30-point practical community project (ARTS 495) that will require students to design, implement and evaluate an initiative within their sector. This will draw upon the learning gained from the foundational and elective courses.
- A 30-point three-week cross-cultural research tour across Commonwealth and North American jurisdictions to engage with Indigenous communities, analyse development strategies within their cultural context and develop alternate models and approaches to indigenous development.
- A 30-point research dissertation.

MAOR 430 Māori Leadership

30 points/0.250 EFTS

This course will enable students to gain practical leadership skills suited to management and governance roles within the Māori sector, as well as developing leadership attributes to effectively lead transformation initiatives that advance Māori aspirations. Students will explore Indigenous leadership models and philosophies, as well as critically engage with the organisational needs, structure and context of Iwi and Māori organisations.

MAOR 431 Comparative Indigenous Models and Theories of Development

30 points/0.250 EFTS

This course will expose students to Indigenous approaches to development, innovation and self determination across New Zealand, Australia and the Americas to enable students to gain a deep and broad suite of precedents that can be drawn upon for designing creative and principled solutions within their communities and/or organisations. The course will also explore contrasting theoretical and philosophical approaches to Indigenous development to provide students with a robust framework for critically engaging with and evaluating the comparative value, impact and efficacy of different approaches to solution building within the Māori sector.

MAOR 679 Cross-Cultural Research

30 points/0.250 EFTS

This course involves a four-week tour to Indigenous communities and organisations across North America to research comparative approaches to Indigenous development and engage directly with an international network of Indigenous peoples. Students will be required to write a briefing paper, keep a reflective journal during the tour and, at the end of the course, report on the tools and approaches identified through the international tour that may have application in a New Zealand context and the adaptation that would be required for cultural and contextual fit. If students are not able to travel to North America, there will be an alternative course option available.

ARTS 495 Community Project

30 points/0.250 EFTS

This paper involves students designing and delivering a project of benefit to their organisation/ community. Students will be encouraged to develop a project that draws upon both the work they have completed in their elective paper (to deepen or broaden their disciplinary expertise) and the comparative Indigenous models paper, creating wide scope for students to develop a project that is relevant to their future career aspirations and organisation/ community.

MAOR 680 Research Essay

30 points/0.250 EFTS

This research paper can be on any topic chosen by the student that is relevant to Māori and Indigenous peoples development and aspirations. This is the dissertation component of the MMIL. Students will be encouraged to align the dissertation with their areas of professional interest and are able to use the dissertation to provide an extended analysis of the project they have delivered for their organisation/community.

Wānanga Programme*

Wānanga One—February Foundations for Programme

Friday	
6.00pm	Pōwhiri Mihimihi Welcome to MMIL programme
Saturday	
9.00am	Overview of MMIL programme
10.30am	MAOR 430 Introduction to leadership, skills qualities and attributes Workshop on leadership in Māori environments
12.30pm	Lunch
1.15pm	MAOR 430 Panel discussion with guest lecturers in leadership roles in Te Ao Māori.
3.30pm	Break
4.00pm	MAOR 430 Workshop on qualities and attributes of Māori and Indigenous leadership
6.30pm	Dinner
7.30pm	MAOR 430 Discussion on readings pertaining to Māori leadership
Sunday	
9.00am	MAOR 431
	Introduction to comparative Indigenous jurisdictions
12.30pm	Lunch
1.15pm	MAOR 431 Introduction to kaupapa Māori theory
3.30pm	Poroporoaki/End

Wānanga Two—March Indigenous Context and Challenges

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	MAOR 431
	Indigenous contexts: issues, opportunities and challenges across Indigenous communities
12.30pm	Lunch
1.15pm	MAOR 431 Workshop on Indigenous peoples issues and challenges
3.30pm	Break
4.00pm	Guest lecture—Identifying and engaging with Indigenous issues and opportunities
6.30pm	Dinner
7.30pm	Discussion on readings pertaining to Māori and Indigenous communities
Sunday	
9.00am	MAOR 430
	Introduction to design thinking, systems thinking and causality linked innovation
12.30pm	Lunch
1.15pm	MAOR 431 Workshop on application of design and systems thinking to Indigenous contexts
3.30pm	Poroporoaki/ End

Wānanga Three—April Indigenous organisations and leaders

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	MAOR 431
	Indigenous organisations: structures, characteristics and approaches
12.30pm	Lunch
1.15pm	Guest panel on Indigenous organisations dynamics, needs and opportunities
3.30pm	Break
4.00pm	MAOR 430 Workshop on Indigenous organization leadership needs
6.30pm	Dinner
7.30pm	Discussion on readings pertaining to Indigenous organisations
Sunday	
9.00am	MAOR 430
	Indigenous leadership assessment models and leadership attributes for Māori and Indigenous organisations
12.30pm	Lunch
1.15pm	MAOR 431 Emotional and cultural intelligence in Indigenous leadership
3.30pm	End

*Please note, this programme is subject to change.

Wānanga Four—May Change Management

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	MAOR 430
	Introduction to change management models, approaches and leadership needs
12.30pm	Lunch
1.15pm	MAOR 430 Workshop on change management within Māori and Indigenous contexts
3.30pm	Break
4.00pm	Guest lecture—Change Management in Māori and Indigenous communities
6.30pm	Dinner
7.30pm	Discussion on readings pertaining to change management
Sunday	
9.00am	MAOR 430
	Change management tools: project management and organizational processes
12.30pm	Lunch
1.15pm	MAOR 430 Workshop on change management within Māori and Indigenous contexts
3.30pm	End

Wānanga Five—June Critical Engagement with Indigenous Development, Futures and Opportunities

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	MAOR 431
	Critical engagement with philosophies of and approaches to Indigenous development
12.30pm	Lunch
1.15pm	MAOR 431 Workshop on theories pertaining to Indigenous development and future making
3.30pm	Break
4.00pm	Guest lecture on culturally authentic future making
6.30pm	Dinner
7.30pm	Discussion on readings pertaining to theoretical engagement with future making
Sunday	
9.00am	MAOR 431
	Evaluating the impact of change and transformation in Indigenous communities
12.30pm	Lunch
1.15pm	MAOR 431 Workshop on impact evaluation
3.30pm	Poroporoaki/End

Wānanga Six—July Making Change Now

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	ARTS 495
	Workshop on shaping community/organisational change project
12.30pm	Lunch
1.15pm	MAOR 431 Workshop on comparative Indigenous approaches to community/organisational change project
3.30pm	Break
4.00pm	MAOR 430 Guest lecture on Indigenous entrepreneurship Workshop on innovation and entrepreneurship, with application to community/organizational change project
6.30pm	Dinner
7.30pm	Continued discussion of innovation and entrepreneurship within Indigenous contexts
Sunday	
9.00am	MAOR 431
	Theoretical engagement with community/ organisational change project
12.30pm	Lunch
1.15pm	ARTS 495 Integrating and applying theory, tools and leadership attributes to project
3.30pm	End

Wānanga Seven—August 430 Assessment

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	MAOR 430
	Student presentations on Change Initiative
12.30pm	Lunch
1.15pm	MAOR 430 Student presentations on Change Initiative
3.30pm	Break
4.00pm	Student presentations on change initiative
6.30pm	Dinner
7.30pm	Discussion on change initiatives—application to theory and models discussed to date in programme, feedback on leadership qualities demonstrated
Sunday	
9.00am	Poroporoaki/end

Wānanga Eight—September Preparation for International Research Tour

Friday	
6.00pm	Pōwhiri Reflections on readings and last wānanga
Saturday	
9.00am	MAOR 431
	Comparative Indigenous communities—deep dive into histories, legal and political contexts and unique development aspirations in selected jurisdictions
12.30pm	Lunch
1.15pm	MAOR 430 Comparative analysis and evaluation of Indigenous organisations in select jurisdictions
3.30pm	Break
4.00pm	Guest lecture—Indigenous relationships, networks and diplomacy
6.30pm	Dinner
7.30pm	Discussion on Indigenous networks and relationship protocols
Sunday	
9.00am	MAOR 6XX
	Introduction to inter-cultural exchange and diplomacy
12.30pm	Lunch
1.15pm	MAOR 6XX Preparation for international tour: roles, responsibilities and logistics
3.30pm	End

Wānanga Nine—January International Research Tour—October-November

Friday	
6.00pm	Pōwhiri
Saturday	
9.00am	MAOR 691- Research Tour
	Presentations for MAOR 691
12.30pm	Lunch
1.15pm	MAOR 691- Research Tour
	Presentations for MAOR 691
6.30pm	Dinner
7.30pm	MAOR 691- Research Tour
	Presentations for MAOR 691
Sunday	
9.00am	Poroporoaki

About Aotahi—School of Māori and Indigenous Studies

Aotahi is determined to challenge the future of Māori and Indigenous Studies and reflect the ever-changing state of Te Ao Māori across its courses and through the School.

The values of Aotahi have been modelled on the traditions of Māui-Tikitiki-a-Taranga – the Māori demigod famous for obtaining the knowledge of fire and snaring the sun.

We believe graduates need to be ready for a changing world and to do this we offer a broad spectrum of educational content. From traditional Māori Studies to contemporary issues we show how to be agile and adapt in the changing cultural contexts of our fast paced modern world. Aotahi also encourages you to continue your te reo journey at any stage of learning. Our language and performing arts papers are open to anyone wanting to grow their tikanga and familiarise themselves with Māori culture.

Aotahi will connect you with a dynamic staff at the forefront of Māori and Indigenous

Studies research. Our lecturers are routinely nominated for teaching awards and their research has been presented at conferences around the globe. Other Māori services include mentoring, tutorial sessions and specially provided study environments like Te Whare Ākonga o Te Akatoki.

We believe that the success of our students should be celebrated. Scholarships and various awards are available each year and Aotahi recognises many recipients with its own awards ceremony. Most of all, Aotahi wants to instil confidence in students by backing them to do amazing things. After all, it is that idea of challenging the norm with the goal of making positive changes which stands at the root of Māui-Tikitiki-a-Taranga and Aotahi.

Come to Aotahi where we offer a window into the fast moving world of Te Ao Māori. Our purpose is to serve our students and to provide a journey which not only teaches but inspires, encourages and grows the next generation to be all that they can be.

Fees

The domestic fees for the MMIL in 2017 are approx. \$10,287 for enrolment in the papers and an additional \$5000 approx for the international hiko component.

Enrolment

Students can enroll online at myuc.canterbury.ac.nz or by phone at 0800 827 748.

To be confirmed onto the programme you will need to supply additional information, including:

- Curriculum Vitae to establish that you are/ have been working in a role that contributes to Māori interests and aspirations;
- Letter of support from your employer (if relevant);
- If you have an undergraduate degree, a transcript from the tertiary provider you completed your degree at;

- If you do not have an undergraduate degree, a 1,500-2,000 word personal statement that describes your personal experiences with and commitment to Iwi Māori self-determination.

These documents can be uploaded through the online enrolment portal or can be emailed to sacha.mcmeeking@canterbury.ac.nz

Scholarships

For 2017, there are a limited number of \$4,000 awards available. The application form for these awards is available at http://www.arts.canterbury.ac.nz/masters_awards.shtml. These awards will be granted on the basis of merit and contribution to Iwi Māori communities

MMIL Co-ordinator



The co-ordinator for the MMIL programme is Sacha McMeeking (Ngāi Tahu). Sacha is the Head of School of Aotahi and Co-Director of the Māui Lab.

Sacha brings a serial entrepreneur's approach

to working with and for Iwi Māori. From instigating United Nations proceedings to architecting a Māori social enterprise fund and leading commercial negotiations, she is known for solution-building that meets Iwi Māori aspirations.

Before coming to UC, Sacha was the director of a boutique consultancy working with Iwi Māori in strategy development, kaupapa Māori asset management and innovation and the General Manager Strategy and Influence with Te Rūnanga o Ngāi Tahu, responsible for government relations on behalf of the Iwi.

Recognised as an emerging New Zealand leader, Sacha won the inaugural Fulbright Harkness Fellowship in 2010. Sacha is a change agent and compliments her varied background with a desire to support and grow the next generation of Māori scholars. Initiatives like the Māui lab are a product of that intent and just one of the many innovations that Sacha intends to bring through Aotahi in the years to come.

Sacha is researching in the areas of:

- Māori and Indigenous self-determination
- Iwi Māori development, innovation and entrepreneurship
- Iwi Māori futures, social and cultural capital
- Comparative approaches to Indigenous peoples
- Public policy

The MMIL papers will be taught by a team of academics and practitioners, including a number of guest lecturers from established and prominent Māori leaders.

More Information

Sacha McMeeking

Head of School—Aotahi,
School of Māori and Indigenous Studies

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Regulations for the Degree of Master of Māori and Indigenous Leadership

See also General Course and Examination Regulations

1. Admission

Applicants for the Master of Māori and Indigenous Leadership must:

- (a) either
 - i. have qualified for a bachelor's degree, with a B average or better in 60 points of 300-level courses in the majoring subject; or
 - ii. have qualified for a bachelor's degree and completed a qualifying course with a B average or better in 60 points of 300-level courses; or
 - iii. have completed the requirements for the Postgraduate Certificate in Māori and Indigenous Leadership with at least a B average across both courses; or
 - iv. have been admitted ad eundem status as fulfilling these requirements; and
- (b) Have had three or more years of professional experience in the Māori sector since graduation, as approved by the Head of Aotahi: School of Māori and Indigenous Studies (Head of School); and
- (c) Have submitted a portfolio of experience and attended a selection interview;
- (d) Have been approved as a candidate for the degree by the Head of School and the Dean of Arts.

Note: Applicants who have not qualified for a degree may be permitted to enrol in the Postgraduate Certificate in Māori and Indigenous Leadership subject to the approval of the Head of School and the Dean of Arts. Such candidates will be required to produce evidence to the satisfaction of the Dean of Arts of their eligibility for entry through extensive practical, professional or scholarly experience of an appropriate kind.



2. Degree Requirements

Students must pass:

- (a) MAOR 430, MAOR 431, MAOR 680 and PACE 495;
- (b) 30 points of 400-level coursework from the schedule of any postgraduate degree approved by the Head of School; and
- (c) either MAOR 679 or MAOR 681.

3. Approval of a Course of Study

The personal course of study of each student must be approved by the Head of School. On the basis of previous study, a student may, with the permission of the Head of School, be permitted to replace a course or courses with another postgraduate course or courses approved by the Head of School.

4. The Postgraduate Certificate in Māori and Indigenous Development.

A student who has completed the requirements for the Postgraduate Certificate in Māori and Indigenous Development with at least a B average across both courses, may apply to enrol in the Master of Māori and Indigenous Development and to transfer their courses to that degree.

5. Elective course

A student may, with the approval of the Head of Aotahi, take their elective course or courses at another tertiary institution.

6. Time Limits, Part-Time Enrolment and Repetition of Courses

Full-time students who commence their studies at the beginning of the academic year must complete their degree by the end of the first semester in the following year. Part-time students must complete their degree within three and half years of commencement of study.

A student who fails one course may, with the permission of the Head of Aotahi, be permitted to repeat that course or, in the case of an elective course, to enrol in an alternative course. A student who fails more than one of the courses offered will be withdrawn from the degree.

7. Award of Merit or Distinction

The Master of Māori and Indigenous Leadership may be awarded with Merit or Distinction.