

KA HIKITIA

SUMMARY

Māori Education

Managing For Success:

THE MĀORI EDUCATION STRATEGY // 2008–2012

UPDATED 2009



A SUMMARY

Realising Māori education success

Ka Hikitia - Managing for Success: The Māori Education Strategy 2008 - 2012 was released by the Ministry of Education in April 2008. It sets the direction for improving education outcomes for and with Māori learners.

Ka Hikitia – Managing for Success is a strong contributor to realising key education policies and initiatives. These include implementation of the new National Curriculum, Te Marautanga o Aotearoa (the new curriculum for teaching and learning in Māori medium settings), National Standards in literacy and numeracy, fine tuning of NCEA, increased attention to raising achievement through investments in professional development of principals and teachers and the implementation of the Youth Guarantee policy.

The strategy document has been refreshed to emphasise that not only does *Ka Hikitia – Managing for Success* remain relevant, it is crucial to achieving a world leading education system that performs for every learner.

Māori students' educational success is critical to Aotearoa New Zealand's success.

Ka Hikitia – Managing for Success: The Māori Education Strategy 2008–12 sets out the Ministry of Education's approach to achieving educational success for and with Māori through to 2012.

'**Ka hikitia**' means to 'step up', to 'lift up', or to 'lengthen one's stride'. Here, it means stepping up the performance of the education system to ensure Māori are enjoying educational success as Māori.

To achieve this, the system must fit the student rather than the student fitting the system. Such an approach requires students, educators, families, whānau, iwi, communities and government to work together in partnership and learn from each other. Through personalising learning we will get improved presence, engagement and achievement.

Ka Hikitia – Managing for Success establishes the basis for success in secondary school and participation in higher level tertiary education, consistent with the *Tertiary Education Strategy 2007–2012*.

The role of *Ka Hikitia – Managing for Success*

Ka Hikitia – Managing for Success recognises successful past and current work in education and uses the latest evidence to identify ways to improve Māori educational outcomes based on these successes.

It identifies:

- areas to focus on, based on what we have learnt about what works
- how to best achieve change
- a range of goals and actions that will achieve what we want
- targets and measures to keep us on track and measure our success.



Desired education outcomes for Māori

The overarching strategic intent of *Ka Hikitia – Managing for Success* is:

“Māori students enjoying education success as Māori.”

The outcomes that Māori learners will experience over the next five years as the strategy is implemented are:

- Māori learners working with others to determine successful learning and education pathways
- Māori learners excel and successfully realising their cultural distinctiveness and potential
- Māori learners successfully participating in and contributing to te Ao Māori
- Māori learners gaining the universal skills and knowledge needed to successfully participate in and contribute to Aotearoa New Zealand and the world.

Approach

Ka Hikitia – Managing for Success builds on the Māori Potential Approach which emphasises working together and sharing power. It supports Māori self-development and self-determination, and represents a move away from a focus on problems and failure to a focus on making the most of opportunities for success.

In education, this means recognition:

- of the potential of every Māori student
- that 'being Māori' is an advantage
- that all Māori learners are inherently capable.

The key to realising Māori education potential is ako. Key aspects of **ako** are:

- **Language, identity and culture count** – knowing where students come from and building on what students bring with them
- **Productive Partnerships** – Māori students, whānau, iwi and educators working together to produce better outcomes.

Ka Hikitia – Managing for Success recognises that strong learning foundations are essential for young people's ongoing engagement in education as they progress into secondary school and beyond. Its primary focus is therefore on establishing these foundations.

Areas of focus

Ka Hikitia – Managing for Success identifies **four critical areas of focus**, goals and actions within each focus area, and targets to measure success where coordinated activity has the potential for greatest impact. Three areas attend to particular points of vulnerability for Māori students in the system. These three areas are:



- **Foundation Years** (early childhood education and the first years at school)
- **Young People Engaged in Learning** (particularly in Years 9 and 10)
- **Māori Language in Education** (setting and resourcing priorities in Māori Language Education).

The fourth focus area, **Organisational Success**, recognises that the Ministry of Education's commitment to understanding the approach, and implementing the goals and actions of *Ka Hikitia – Managing for Success*, is critical.

Foundation Years

It is essential to develop strong foundations for learning early in life to ensure longer-term success. To achieve this, *Ka Hikitia – Managing for Success* seeks to ensure that Māori children are:

- participating in quality early childhood education
- moving successfully into school
- building strong literacy foundations in the first years at school.

Young People Engaged in Learning

Further on in the education system we know that many Māori students disengage from secondary school, especially in their first two years there.

Ka Hikitia – Managing for Success seeks to ensure that Māori youth, particularly in Years 9 and 10:

- attend school, are engaged in learning and are achieving
- have strong literacy and numeracy knowledge and skills
- help teachers and their schools to make decisions that affect the quality of their education
- make responsible choices about their future education pathways.

Māori Language in Education

Language is the essence of culture. Through te reo Māori, spirituality and thought are both expressed and valued. People with te reo Māori are confident in te Ao Māori. It is a treasure passed down from ancestors that must be nurtured. It is protected by the Treaty of Waitangi but for a language to live, it must be spoken.

Ka Hikitia – Managing for Success therefore seeks to ensure that Māori students:

- can access the Māori language education options they want
- build mātauranga and knowledge of tikanga Māori
- see the broad value of te reo Māori in society
- develop quality reo Māori through proficiency, accuracy and complexity.

Organisational Success

Success for Māori students is the responsibility of everyone in the Ministry of Education. *Ka Hikitia – Managing for Success* means supporting people in the ministry to increase their confidence, and ability to connect with Māori, so they know why, where, and how to focus work to get the best outcomes for and with Māori. It is not about special treatment but rather professional treatment.

Ka Hikitia – Managing for Success therefore focuses the ministry on:

- stronger leadership and relationships within and across the government and education sector
- increasing the confidence of people to work with Māori, and their capability to effectively deliver for and with Māori students, whānau, iwi and communities
- accountability for outcomes, using evidence as well as through performance management and business planning
- using and acting on evidence about what works for and with Māori students.

How things will change

Evidence about Māori education has increased significantly in the past few years so we know more about what works for and with Māori students and whānau in education than ever before.

The goals and actions in *Ka Hikitia – Managing for Success* are based on what can make the most difference for and with Māori students. We know from the evidence that the following things make the most difference:

Increasing professional learning and capability of teachers, because:

- high quality teaching makes the most difference to student achievement across the sector
- research has identified the characteristics of teaching and professional development that improves Māori student outcomes.

Focusing on responsive and accountable professional leadership, because:

- principals who focus on teaching and learning as the major part of their leadership role improve outcomes for students.

Setting and resourcing priorities in Māori language in education, because:

- an early start in high quality immersion education is important for bilingual outcomes
- educators who have the relevant skills, knowledge and experience to ensure Māori learners succeed are crucial.

Increasing whānau and iwi authority and involvement in education, because:

- parents and whānau play a critical role in supporting their children's learning right from the start



- learning is more effective when whānau and iwi are valued partners in the education process and when educators, whānau and iwi are open to learning from and with one another.

Strengthening inter-agency collaboration, because:

- strong inter-agency relationships can lead to organisations involved in education working together better to achieve government goals
- the ministry needs to build better connections between government agencies and better lead education agencies.

What will change

Ka Hikitia – Managing for Success sets out specific goals and actions for the four focus areas:

Foundations Years: Actions include:

- Promoting early childhood education participation to whānau and supporting them to make informed choices about early childhood education options.
- Supporting iwi to build the capacity of hapū and whānau to engage and participate in early childhood education and early years schooling.
- Improving the transition to school for children and their whānau.
- Building on professional development programmes that show what works for and with Māori students.
- Improving access of children to interventions where required.
- Focusing schooling improvement initiatives on literacy achievement in Years 1 to 4 in decile 1-3 schools.
- Strengthening home-school partnerships by supporting schools to identify and access effective home-based literacy programmes.

Young People Engaged in Learning: Actions include:

- Supporting professional leaders to take responsibility for Māori students' success.
- Ensuring better sharing of best practice by high performing professional leaders who are lifting Māori student achievement.
- Increasing the effectiveness of teaching and learning for and with Māori students in Years 9 and 10 through professional development that works for Māori students.
- Strengthening school planning and reporting by increasing the expectation that schools will have an explicit focus on Māori student engagement and achievement.

- Integrating the best evidence of what works for and with Māori students into all professional development design and implementation.
- Improving support for Years 9 and 10 Māori students and their whānau to make decisions about future education choices.
- Developing best practice guidelines for student engagement, based on evidence, and support schools to share information with each other and their Māori communities.
- Sharpening actions and strategies to ensure that Māori students stay at school and are engaging in successful learning that leads to meaningful achievement.

Māori Language in Education: Actions include:

- Develop and implement a policy framework to inform investment priorities for Māori language education over the next 10 years.
- Strengthen the range of programmes and incentives for schools so that teachers can engage in high quality professional development to improve their proficiency in te reo Māori.
- Review processes for establishment of kura to ensure funding, teaching, resources, and support provide the best conditions for teaching and learning.
- Strengthen professional development approaches and the range of assessment tools to lift the quality of teaching and assessment in Māori-medium education.
- Develop and implement a programme within the Kiwi Leadership Programme to support principals in Māori-medium education to lead the learning in their kura.
- Support the implementation of Te Marautanga o Aotearoa and the development of relevant resources.
- Support principals in Māori-medium education to lead the learning in their kura.

Organisational Success: Actions include:

- Provide strong leadership among government agencies for Māori education.
- Develop and implement an organisational success strategy to build the ministry's capacity and capability.
- Develop tools and processes to support business planning that will lead to improved outcomes for and with Māori.
- Use evidence deliberately to focus decisions and investments on what works for and with Māori students.
- Develop and implement communications strategies to increase effective sharing of information that will lead to a step up in the performance of the education system for and with Māori students.



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How is the ministry measuring progress?

The ministry's progress towards achieving *Ka Hikitia – Managing for Success* will be measured in a range of ways:

- targets to help the ministry monitor progress towards achieving the goals set out in the strategy
- regular reporting through ministry publications like *Ngā Haeata Mātauranga: the Annual Report on Māori Education* and on the ministry's Education Counts website
- mid-term review of the strategy in 2010
- evaluation of *Ka Hikitia – Managing for Success* in 2013
- research plan to support the implementation of *Ka Hikitia – Managing for Success*.

The information gathered will contribute to the evidence about what works for and with Māori students and is an important part of ensuring ongoing improvement.



Where can I find out more?

For more information or your copy of the full strategy, go to:

- www.minedu.govt.nz
- ka.hikitia@minedu.govt.nz
- **Ka Hikitia**
Ministry of Education
PO Box 1666
Thorndon
WELLINGTON 6140

For the latest evidence and data about what works for and with Māori learners, go to:

- www.educationcounts.govt.nz

Ngā mihi

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