

A wānanga as provided under section 398D of the Education and Training Act 2020, is an institution that: “Māori, have been instrumental in establishing; a wide diversity of teaching and intellectual endeavour that is closely interdependent; associated with higher learning; and are kaitiaki of Mātauranga Māori, te Reo Māori, and tikanga Māori within the tertiary education sector. A wānanga positions themselves within the networks of indigenous tertiary institutions across the world and contributes to the setting of international indigenous standards of teaching and intellectual endeavour”.

<b>Tūranga / Position:</b>	<b>Aukaha – Te Hiringa, Toi, He Reo Kairiangi, He Waka Hiringa</b>	
<b>Uepū / Wāhanga / Department:</b>	Ako Excellence/ Te Manawahoukura	
<b>Takiwā / Rohe / District:</b>	Te Puna Manaaki	
<b>Wāhi Mahi / Location:</b>	As per letter of offer	
<b>Reports to:</b>	Paemanu (Director) Rangahau (Te Manawahoukura) Degree and PG Delivery	
<b>Whakatau ki / Direct reports:</b>	5	
<b>Indirect Reports:</b>	TBC	
<b>Māka Pūtea / Salary Grade:</b>	11	
<b>Wā Roanga / Tenure:</b>	As per letter of offer	
<b>Key Relationships:</b>	<b>Internal:</b>	<ul style="list-style-type: none"> <li>Te Manawahoukura kaimahi (Degree, Postgraduate and Kairangahau)</li> <li>Rangatahua</li> <li>Kiriwhanake</li> <li>Procurement</li> <li>Kaiako</li> </ul>
	<b>External:</b>	<ul style="list-style-type: none"> <li>External Stakeholders (Contractors and Suppliers)</li> <li>Tauira, iwi, hapū and whānau</li> <li>Relevant external agencies and providers (TEC, MoE, NZQA)</li> </ul>

### **Pūtake Tūranga / Role Purpose**

The primary purpose of the Aukaha – Te Hiringa, Toi, Te Reo Kairiangi, He Waka Hiringa whare is to serve as the senior academic leader responsible for the strategic vision, direction and leadership of the Indigenous Knowledge, Te Reo Māori, Education and Creative Practice Whare, encompassing degree and postgraduate programmes.

The position provides visionary leadership to develop a thriving rangahau environment where scholarship directly shapes pedagogical excellence, whilst enhancing TWoA's reputation through Indigenous knowledge preservation and transmission, innovative creative practice, and transformative education.

Aukaha – Te Hiringa, Toi, Te Reo Kairiangi, He Waka Hiringa is a senior leadership role responsible for

providing Kaupapa Matua-based, strategically-aligned leadership that uplifts, inspires and unites through collaboration, promoting shared purpose, collective potential, continuous improvement and excellence.

Key Responsibilities	Deliverables / Accountabilities
<b>Leadership</b>  Provides Kaupapa-Matua based leadership that is strategically aligned, adaptive to change, demonstrating calm and confidence in challenging times	<ul style="list-style-type: none"> <li>- Leads collaboratively with integrity and care, grounding decisions and actions in shared values</li> <li>- Positive under pressure, maintains a calm disposition and exudes confidence in challenging times</li> <li>- Flexible, adaptive to change and supports others to navigate change positively</li> <li>- Creates a respectful and supportive workplace tone, promoting shared purpose and belief in the collective potential over individual agendas</li> <li>- Role-models high standards and accountability, establishing a cohesive, high-performing and excellence-oriented team</li> <li>- Communication is transparent, building trust through openness and clarity</li> <li>- Values diverse perspectives drawing on collective insights to guide decision-making</li> <li>- Provides critically constructive feedback, supporting learning and continuous improvement through growth-minded, purposeful and respectful mentoring</li> </ul>
<b>Role Specific Requirements</b>	<b>Strategic Leadership and Vision</b> <ul style="list-style-type: none"> <li>- Provide strategic direction for the Indigenous Knowledge, Te Reo Māori, Education and Creative Practice Whare and its programme portfolio</li> <li>- Develop and implement a medium to longer-term strategic plan for the wāhanga.</li> <li>- Build and sustain a robust rangahau environment that honours Indigenous knowledge systems through investigation of traditional arts, cultural practices, language revitalisation, creative innovation, and scholarship that responds to whānau, hapū and iwi priorities.</li> <li>- Lead forward-thinking approaches to Indigenous educational practice, te reo Māori regeneration and prosperity, creative innovation, and the development of educators who inspire change.</li> <li>- Build and lead collaborative networks across iwi, creative sectors, and educational institutions that position TWoA as a hub for Indigenous knowledge and creative innovation.</li> </ul> <b>Management and Development</b> <ul style="list-style-type: none"> <li>- Provide mentorship and professional development</li> </ul>

Key Responsibilities	Deliverables / Accountabilities
	<p>opportunities for programme managers</p> <ul style="list-style-type: none"> <li>- Monitor programme performance and support continuous improvement initiatives</li> <li>- Coordinate resources and support across diverse disciplinary areas</li> <li>- Facilitate interdisciplinary collaboration between programmes and across wāhanga</li> </ul> <p><b>Quality Assurance and Academic Excellence</b></p> <ul style="list-style-type: none"> <li>- Oversee programme quality management and ensure compliance with accreditation requirements</li> <li>- Monitor academic standards across all whare programmes</li> <li>- Support managers in meeting regulatory and professional body requirements, including NZQA monitoring and relevant industry registration processes. Ensure programmes meet professional body requirements for programmes such as Social Work.</li> <li>- Champion best practice in Indigenous knowledge transmission and creative pedagogy</li> </ul> <p><b>Rangahau Excellence and Innovation</b></p> <ul style="list-style-type: none"> <li>- Build and foster a thriving Rangahau culture within Indigenous knowledge and creative practice</li> <li>- Support managers of each programme to develop Rangahau capability across their teams</li> <li>- Establish Rangahau partnerships with cultural institutions, and educational organisations</li> <li>- Promote Rangahau-led and informed teaching and culturally grounded creative practice</li> <li>- Support kaimahi to secure funding and resources for Indigenous knowledge and Rangahau initiatives</li> </ul> <p><b>Programme Development and Innovation</b></p> <ul style="list-style-type: none"> <li>- Collaborates with the Quality Programme Lifecycle</li> </ul>

Key Responsibilities	Deliverables / Accountabilities
	<p>Wāhanga providing subject matter leadership to enhance existing and develop new, strategically aligned degree and postgraduate programmes.</p> <ul style="list-style-type: none"> <li>- Identify emerging trends and opportunities in these curriculum areas</li> <li>- Champion curriculum innovation across programmes that prioritise mātauranga Māori as foundational knowledge, strengthens te reo Māori capability, connects learners to community and place-based learning, and integrates Indigenous knowledge systems with evolving professional practice through transformative pedagogical approaches.</li> <li>- Ensure programmes respond to workforce development needs in the Toi, Education, Te Reo Māori and Indigenous Knowledge fields. Champion innovative approaches across all relevant discipline areas</li> </ul>

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	<p><b>Cultural Leadership and Knowledge Guardianship</b></p> <ul style="list-style-type: none"> <li>- Ensure appropriate cultural protocols and tikanga are embedded across all programmes</li> <li>- Support the revitalisation and transmission of te reo Māori and mātauranga Māori</li> <li>- Foster relationships with kaumātua, cultural practitioners, and knowledge holders</li> <li>- Champion authentic representation of Indigenous knowledge systems</li> <li>- Lead initiatives that strengthen cultural identity and practice</li> </ul> <p><b>Reputation Building and External Relations</b></p> <ul style="list-style-type: none"> <li>- Enhance TWoA's reputation as a leader in relevant knowledge fields</li> <li>- Represent the whare at national and international forums</li> <li>- Promote the whare's achievements and contributions to cultural and educational sectors</li> <li>- Champion thought leadership that positions TWoA at the forefront of Indigenous knowledge scholarship</li> </ul> <p><b>Resource Management and Planning</b></p> <ul style="list-style-type: none"> <li>- Oversee budget planning and resource allocation for the whare</li> <li>- Support programme managers in workforce planning and studio/facility development</li> <li>- Coordinate specialised infrastructure requirements for hauora programmes</li> <li>- Monitor financial performance and ensure sustainable programme delivery</li> </ul>

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	<ul style="list-style-type: none"> <li>- Plan for future capacity and capability needs across diverse disciplines</li> </ul> <p><b>Stakeholder Engagement and Community Relations</b></p> <ul style="list-style-type: none"> <li>- Build and maintain relationships with iwi, hapū, and cultural communities</li> <li>- Engage with relevant external stakeholders and collaborators</li> <li>- Foster connections with relevant providers and industry employers</li> <li>- Support programme managers to engage well with communities and oversee productive and positive taura placement activities</li> <li>- Ensure programmes remain responsive to cultural and sector needs</li> </ul>
<p><b>Driving for Business Performance:</b></p> <p>Role content specific to the relevant subject matter expertise or specialism of this role.</p> <p>Responsibility for specific KPIs or performance and or reporting metrics.</p> <p>Role in organisational success (e.g. service delivery, financial targets, culture).</p>	<ul style="list-style-type: none"> <li>- Accountable for regional, or national service performance, compliance, and workforce development.</li> <li>- Contributes to leadership groups.</li> <li>- Supports growth of other leaders.</li> <li>- Coaches and grows leadership in others.</li> <li>- Shapes a culture of excellence, learning, and whanaungatanga.</li> </ul>
<p><b>Collective Leadership:</b></p> <p>Practices collaboration, shared expertise and contributes towards an environment of</p>	<ul style="list-style-type: none"> <li>- Leads cross-functional projects.</li> <li>- Identifies interdependencies and ensures teams align effectively.</li> </ul>

Key Responsibilities	Deliverables / Accountabilities
innovative and well-rounded solutions.	<ul style="list-style-type: none"> <li>- Oversees key initiatives involving multiple teams (e.g., programme revision, stakeholder engagement).</li> </ul>
<p><b>Kaimahi Leadership</b></p> <p>Has emotional intelligence, coaches confidently and creates an inclusive work environment.</p>	<ul style="list-style-type: none"> <li>- Builds trust and team cohesion by setting clear direction for team and individual kaimahi.</li> <li>- Gives structured, regular feedback through kaimahi ora, that sets expectations and accountability, and encourages development of technical and competency, including cultural capability.</li> <li>- Ensures that day to day kaimahi management activities are monitored such as attendance, leave, and work performance.</li> <li>- Acts according to delegations regarding the employee lifecycle, such as decisions to recruit, and leading ER matters.</li> </ul>
<p><b>Problem Solving Requirements including but not limited to:</b></p> <p>Decision-Making Authority &amp; Delegations</p> <p>Level of autonomy in strategic, operational, or tactical decisions.</p> <p>Impact of decisions across the organisation or sector.</p>	<ul style="list-style-type: none"> <li>- Delegated authority over planning, kaimahi, and resource allocation.</li> <li>- Keeps upline informed of complex, strategic or people- related issues.</li> </ul>
<p><b>Authorities including but not limited to:</b></p> <p>Budget Accountability &amp; Delegations; Kaimahi Leadership Responsibilities; and Tāngata Delegations</p> <p>Size of the budget the role is responsible for, and/or level of financial decision-making authority.</p> <p>Scope of day-to-day transactional kaimahi leadership responsibilities, and Tāngata related decision-making authority.</p>	<ul style="list-style-type: none"> <li>- Demonstrating Kaitiakitanga through responsible cost awareness and actions, including delegated budget responsibilities.</li> <li>- Acting according to delegations regarding the employee lifecycle, such as decisions to recruit, and leading ER matters.</li> </ul>

Key Responsibilities	Deliverables / Accountabilities
<p><b>Kaupapa Matua</b></p> <p>Te Wānanga o Aotearoa has a unique history and operating context. Te Kaupapa Matua o Te Wānanga o Aotearoa tells our history, guides our future and shapes the unique identity of our Wānanga. There is therefore an expectation that kaimahi will follow and work by these guiding principles.</p>	<ul style="list-style-type: none"> <li>- Able to articulate the history, evolution and unique context of Te Wānanga o Aotearoa.</li> <li>- Actions of leaders are aligned with Te Kaupapa Matua</li> <li>- Hold others accountable for applying ngā uara in a manner that protects the mana of Te Wānanga o Aotearoa, leadership peers and kaimahi.</li> </ul>
<p><b>Communications and Relationship Management</b></p> <p>Effectively builds and maintains relationships that uphold the reputation and mana of Te Wānanga o Aotearoa</p>	<ul style="list-style-type: none"> <li>- Collaboration with providers, and cross-sector stakeholders.</li> <li>- Relationships with key decision makers and opinion leaders is positive and constructive.</li> </ul>
<p><b>Information Management</b></p> <p>Te Wānanga o Aotearoa records are created and maintained in corporate information systems, meeting specified information management standards and legislation.</p>	<ul style="list-style-type: none"> <li>- Meet the statutory responsibilities detailed in the Data, Information, and Records Management Tikanga Whakahaere.</li> <li>- Create and manage records of TWoA activities in accordance with TWoA privacy, data, information, and records management policies and procedures.</li> </ul>
<p><b>Health and Safety</b></p> <p>Uphold and comply with the Health and Safety at Work Act 2015.</p> <p>Demonstrate a commitment to Te Wānanga o Aotearoa health and safety policies and procedures and take reasonable care to look after your own health and safety at work, your fitness for work, and the health and safety and well-being of others.</p>	<ul style="list-style-type: none"> <li>- Reports and encourages the reporting of potential risks, incidents and near misses so the organisation can investigate, and eliminate or minimise harm or risk of harm, in accordance with TWoA Health and Safety policies and procedures.</li> <li>- Leads with empathy.</li> <li>- Supports kaimahi practice that enhance wellbeing.</li> </ul>
<p><b>Other Duties</b></p>	<ul style="list-style-type: none"> <li>- Undertake other duties as required by the employer provided the kaimahi has the required skills and qualifications.</li> </ul>
<p>The kaimahi shall be required to exercise all their skills and knowledge to achieve the position objectives and follow any current or future procedures and policies related to achieving them.</p> <p>The responsibilities and expectations outlined in this position description may alter as business</p>	



Key Responsibilities	Deliverables / Accountabilities
needs change. In addition, specific objectives and outcomes will be agreed upon with the upline manager on an annual basis.	

## Person specification

<b>Qualifications:</b>  <i>Please list role specific qualifications</i>	<ul style="list-style-type: none"> <li>- PhD in a relevant field related to portfolio of responsibility or equivalent practice-based experience in the field, academic leadership experience and a strong Rangahau portfolio</li> <li>-</li> </ul>
<b>Essential Experience and Skills:</b>  <i>Please list role specific skills and years of experience</i>	<ul style="list-style-type: none"> <li>- 10+ years' experience in academic leadership in a tertiary education and/or tertiary level Rangahau environment</li> <li>- 10+ years' teaching experience in a tertiary education environment</li> <li>- A demonstrated commitment to, and performance in, quality tertiary teaching, research, engagement and academic leadership.</li> </ul> <p>Ability to support and manage staff across a broad range of disciplines.</p> <p>Proven ability to engage in effective strategic planning and initiative development.</p> <p>Extensive experience in Rangahau practice and dissemination</p> <ul style="list-style-type: none"> <li>- Excellent coaching and influencing skills.</li> <li>- Proven experience working and supporting diverse client groups.</li> <li>- Excellent relationship management skills with a demonstrated ability to work collaboratively across teams.</li> <li>- Proven ability to analyse, investigate and interpret data, issues and situations.</li> <li>- Excellent skills implementing strategy.</li> <li>- Strong motivational and empowerment skills.</li> <li>- Strong relationship management skills.</li> <li>- Strong communication skills.</li> </ul>

<p><b>Āhuatanga Māori</b></p>	<ul style="list-style-type: none"> <li>- Demonstrates a foundational understanding of either Te Reo Māori and Ahurutanga Māori. Or holds deep expertise in other relevant areas (e.g. toi or mātauranga Māori) and a proven ability to work across kaupapa Māori contexts</li> <li>- Ensures an environment where self and team participate in cultural activities, such as pōwhiri/karakia/Te Whāriki.</li> <li>- Te Kaupapa Mātua is understood and applied to mahi and relationships.</li> </ul>
<p><b>Essential Attributes:</b></p>	<p><b>Governance Awareness &amp; System Leadership</b></p> <ul style="list-style-type: none"> <li>- Engages with governance stakeholders.</li> <li>- Prepares reports and briefings.</li> </ul> <p><b>Critical Thinking and Strategic/Planning Contribution</b></p> <ul style="list-style-type: none"> <li>- Applies insights (e.g., pricing strategy, workforce gaps) to inform operational plans and guide operational decisions.</li> <li>- Promotes integrated thinking across services.</li> <li>- Collaborates with other uepū and/or wāhanga to ensure decisions reflect tauira, kaiako, kaimahi and community needs.</li> </ul> <p><b>Financial Responsibility</b></p> <ul style="list-style-type: none"> <li>- Understands the importance of budgets and is able to apply to their area of responsibility, or oversees budgets.</li> </ul> <p><b>Communication, Motivational and Empowerment Skills</b></p> <ul style="list-style-type: none"> <li>- Uses story telling and examples to create connection, translate vision into action and adapt to organisation purpose and direction.</li> </ul> <p><b>Digital &amp; Technology Fluency, Adoption &amp; Modernisation</b></p> <ul style="list-style-type: none"> <li>- Implements systems and analytics for planning.</li> </ul> <p><b>Data-Informed Decision-Making</b></p> <ul style="list-style-type: none"> <li>- Applies data to improve team performance.</li> </ul> <p><b>Innovation &amp; Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>- Applies innovation frameworks.</li> </ul> <p>Embeds ongoing improvement or mātauranga-driven change.</p>