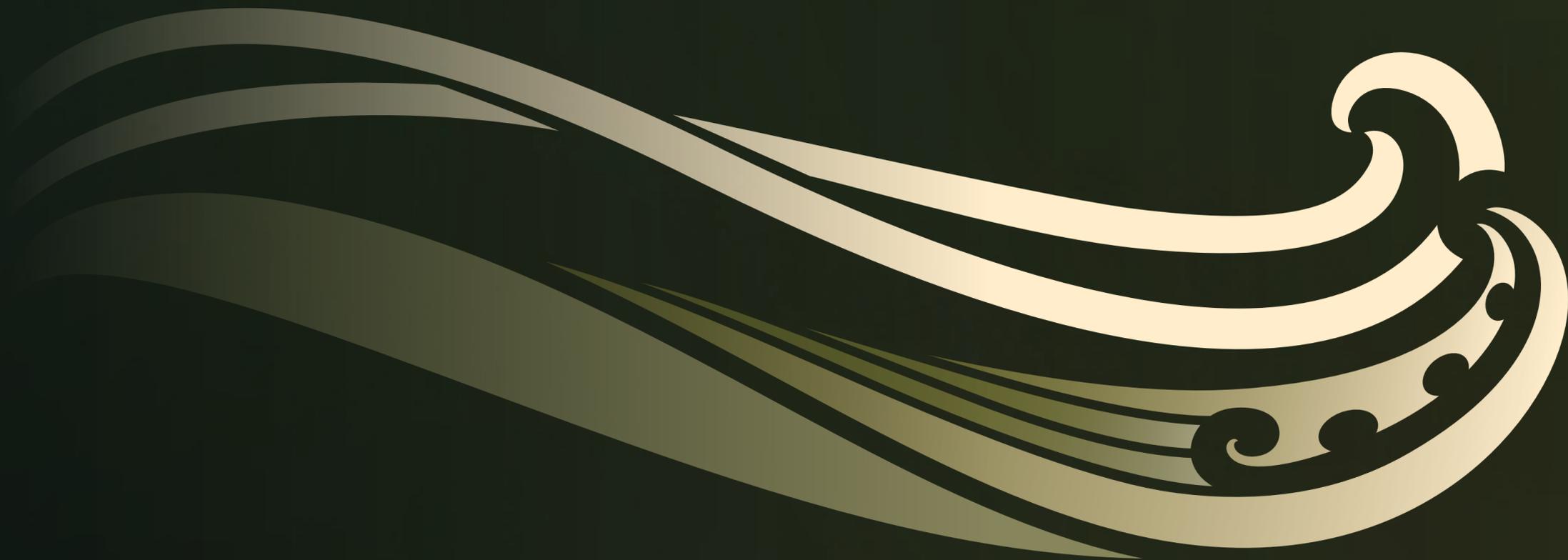


Growing
pathways of knowledge

Long-term strategy to

2042



Hāpaitia te ara tika pūmau ai te rangatiratanga
mō ngā uri whakatipu.

Foster the pathway of knowledge to strength,
independence, and growth for future generations.

He tāngata - past, present,
and future generations



Manukorihi Winiata ARTIST

*(Ngāti Raukawa, Te Ātiawa, Ngāti Awa,
Ngāti Tūwharetoa)*

Manukorihi started his artistic journey when he picked up the kuru and whao (mallet and chisels) to take up the art of whakairo (carving) in Waiwhetū, fully immersed in a staunch traditional setting with his koroua (elder). He then moved to Gisborne to complete a degree at Toi Houkura – School of Contemporary Māori Visual Arts.

He explored different media and materials across multiple Māori art forms including Tāmoko, Kōwhaiwhāi, and Uku. He went on to study at the Learning Connexion – School of Creativity and Art.

Today his art practice explores new media and materials. The digital design space brings the beauty and kaupapa (philosophy) of Māori visual arts to a wider audience.

Te Ātiawa Taranaki Whānui planted mahinga kai (food gardens) where Te Apārangi stands, in Pipitea, Te Whanganui-a-Tara Wellington.

The connection of tāngata (people) to whenua (land) and wai (water) is the essence of the tohu which Manukorihi has created to symbolise the long-term strategy of Royal Society Te Apārangi.

The solid base of the tohu is the whenua, which needs to be constantly nourished with wai to provide the gift of kai (food) to the people. The koro and kape motifs (spiral and half-rounded forms) represent the growth of seeds in the food gardens.

The flowing double-helix-like shape at the top refers to whakapapa (genealogy) and manaakitanga (care) for people through the embrace of whakapapa and tangata.

The tohu illustrates kaitiakitanga – the delicate balance between the nourishment which the whenua provides, and the need for us to protect it. Similarly, pathways of knowledge must be nurtured to guide and support future generations.

The need for vision and leadership from Royal Society Te Apārangi has never been more important.

The public conversation on major issues and opportunities confronting society is influenced by an ever-expanding cast of polarised commentators, promulgating an increasing range of contested information. Government, businesses, families, and communities need trustworthy information and expert advice that informs effective responses to those issues and opportunities. Our ability to respond effectively will depend on the quality of information available to inform decision-making, including an engaged and informed public that is able to understand the necessary options and trade-offs.

Our vision is an
Aotearoa New Zealand guided and inspired by science and research.

This long-term strategy will guide us over the next 20 years, to our 175th anniversary, and enable transformation – for the Society, for our Members, and with a flow-on effect for all communities in Aotearoa New Zealand.

Consistent with our Act, we define **science and research in the broadest possible terms, to include the pursuit and application of knowledge and understanding of the natural and social world following systematic methodologies based on evidence.**

This definition includes all organised systems of knowledge that can be rationally explained and reliably applied: the natural sciences (mathematics, physics, chemistry, and biology), social sciences, medical and healthcare research, engineering, technology, and applied sciences, mātauranga Māori, and the humanities, which includes the study of literature, culture, art, media, history, languages, linguistics, religion, philosophy, and law. The weaving together of this diversity of approaches and perspectives illuminates our world and strengthens our ability to innovate to solve contemporary and future challenges.

Vibrant science and research sector

We should all benefit from the activities of a vibrant research, science, and innovation sector in this country. Aotearoa New Zealand needs an independent entity which is a voice for evidence-based knowledge and informed decision-making across all disciplines, and is able to bring people and knowledge together. The Society has the power to convene groups, including our Fellows, Companions, Members, Branches, and constituent organisations, to leverage their expertise. By enabling discussion and debate, we can create the opportunity for new thinking and innovations to emerge.

Becoming Te Apārangi

The Society is uniquely positioned to support the long-term health of the sector through activities which foster excellence from the youngest minds in our schools, to researchers embarking on their careers, and our most distinguished thinkers. The Society aims to value and foster mutual respect and trust, and to enable mentoring, sharing, and conversations across generational, cultural, and disciplinary boundaries.

In 2007, the Royal Society of New Zealand worked with Professor James Wharehuia Milroy on how to realise the potential inherent in greater engagement between Māori and the research, science, and innovation sector. He gifted the Society the name Te Apārangi, to reflect the aspiration for the Society to convene experts who demonstrate leadership by sharing knowledge for the benefit of all.

We will build a strong and enduring partnership with Māori researchers and communities – one that truly reflects the principles of Te Tiriti. We have made a start but there is more to do. We will go beyond the research, science, and innovation system and grow our presence, relevance, and influence with and for Māori communities. This will require extensive relationship building and partnerships.

Engaged and informed public

Alongside that, we need to grow our relevance to all New Zealand's communities. New Zealand is a diverse country and that should be reflected in our work and outreach. We can only be influential if we are widely relevant and visible. In particular, we will build our relevance to, and engagement with, our Pacific communities within Aotearoa New Zealand and across the Pacific nations.

Harnessing expert knowledge has the potential to protect and enhance the environment, advance people's health and wellbeing, strengthen social cohesion, deliver innovations in technology, and improve sustainability, productivity, and economic growth. We need to put our great and ever-expanding reservoir of knowledge to work. To enable positive transformation, we will make knowledge accessible to a broader range of communities, whether it is held in research institutes, universities, libraries, museums, schools, or within iwi, hapū, or hapori.

Our purpose:

Growing pathways of knowledge to enable science and research to be shared for the benefit of all.

It is in this light we define our purpose as **growing pathways of knowledge to enable science and research to be shared for the benefit of all.**

Commitment to excellence

Whilst many of the words we are using in this document will be familiar, the areas where we must grow and change to achieve our purpose and long-term aspirations define our strategic priorities. They go well beyond our current business as usual and will require long-term commitment to achieve change. We anticipate a continuous process of discussion and adjustment to a rapidly changing world.

We must ensure the ongoing strength and sustainability of our organisation in order to resource and underpin all of our work and achieve the desired change. If we are to have the freedom to pursue our wider aspirations, we must substantially grow our financial resources independent from our work with government. We must also be seen to be an exemplar in areas in which we are seeking to inform and influence change nationally.

Detailed, actionable, and measurable objectives to deliver these strategic priorities

will be developed separately through a 3-year rolling cycle of business planning under the guidance of successive Presidents.

None of this is about putting aside what we already do. Our future work must continue to focus on celebrating excellence and best practice in research, partnering with government and other key stakeholders, engaging with diverse communities, stimulating innovation, investing in and publishing high-quality research, championing evidence and expert advice, advancing education, and supporting people throughout their education and research careers.

This long-term strategy has been informed by insights from our Council, Fellows, Companions, Members, staff, and key stakeholders, over more than 6 months of engagement and consultation. Many thanks to all of you who participated and contributed your time and expertise to this important work.

We are excited to be on this journey with you.

**Dr Brent Clothier FRSNZ, President
Paul Atkins, Chief Executive
Royal Society Te Apārangi**

Te Apārangi

Our name reflects our aspiration to convene experts who demonstrate leadership by sharing their knowledge for the benefit of all.

Our strengths

- » Diverse members and networks
- » Independence
- » Commitment to excellence
- » Power to convene

Our values

- » Collaboration
- » Integrity
- » Diversity, equity, and inclusivity
- » Sustainability
- » Critical thinking
- » Transparency

Drawing on our strengths and guided by our values we will be

Strategic priorities

Knowledge pathways

- » Valued as a provider of skills, services, and infrastructure, and as a champion of excellence in research across a broad range of disciplines
- » Recognised as a source of inspiration, support, and encouragement, to empower people to pursue education and careers in research and science

- » Encourage respectful and rational dialogue; promote evidence, expertise, and critical thinking; and enable mutual learning and collaborative problem-solving
- » Contribute to the policies and research infrastructure that underpin knowledge pathways, including funding, prioritisation, and regulation of education, science, and research

- » Support high-quality education, science, and research across a range of disciplines, including mātauranga Māori, emerging fields, and transdisciplinary collaborations
- » Promote public trust by continually raising and upholding ethical standards in research, and by enabling informed dialogue on the ethical implications of research

- » Collaborate with the diverse communities of Aotearoa New Zealand to ensure access to knowledge, education, and research

Influence and impact

- » Relied on to provide expert advice and relevant evidence to inform decision-makers
- » Respected as a voice of reason and a source of reliable information to guide public debate
- » Regarded as a facilitator of transdisciplinary research that is designed to solve complex and critical issues

- » Earn the trust of communities as a source of reliable evidence and independent advice that is communicated in accessible ways
- » Deliver independent expert advice to the government on complex issues

- » Champion the power of transdisciplinary research collaborations across traditional boundaries, disciplines, and generations in solving major challenges

- » Support ongoing exploration and development of mātauranga Māori held by hapū, iwi, and communities for the benefit of all

People and partnerships

- » Reflective of and relevant to the diverse communities of Aotearoa New Zealand
- » Trusted in partnering with Māori to honour the spirit and intent of Te Tiriti o Waitangi

- » Support and empower researchers, teachers, and students, and celebrate excellence and achievement, particularly at critical stages of education and career progression
- » Foster existing and new partnerships with government, research and educational institutions, and other stakeholders, through collaborations which make a difference

- » Build and maintain reciprocal relationships with Māori – grounded in mutual respect and values – and enable Māori to achieve collective aspirations through knowledge
- » Engage with the diverse communities of Aotearoa New Zealand to promote knowledge, skills, and understanding

- » Increase diversity including in our staff, the Academy, and our Membership, and champion diversity and inclusivity across our network
- » Welcome new members and member organisations through activities that offer mutual benefit and value
- » Grow our international networks and collaborations, in particular with the Pacific region

Independence and growth

- » A thriving organisation, with the resources and freedom to achieve our long-term strategy

- » Build on our reputation and unique role as a trusted advisor and collaborator, by identifying aligned goals and delivering services
- » Embed the spirit and intent of Te Tiriti o Waitangi into our policies and practices, and instill te ao Māori dimensions into our relationships, culture, and values

- » Expand our people capabilities by focusing on recruitment, working culture, staff wellbeing, and professional development
- » Model evidence-based practice, including by minimising our environmental impact and demonstrating social responsibility and good governance

- » Find innovative ways to diversify and grow our revenue streams, while retaining our impartiality and independence

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