



TE POU RANGAHAU 2024-2027

MASSEY UNIVERSITY RESEARCH PLAN



2024-2027

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Kia whakatōmuri te haere whakamua

I walk backwards into the future with my eyes fixed on my past

Te Pou Rangahau 2024–2027 shares our research aspirations for the next four years. We have chosen the te reo Māori word ‘rangahau’ in the naming of this plan for research that is based on an interpretation to seek, search out, pursue, quest or investigate. Whilst the term ‘rangahau’ has in recent decades become commonly used across the tertiary education sector to imply all things research-related, it also connotes research that is Māori-led. In Tainui traditions ‘rangahau’ is referred to as the initiating driving force or the catalyst that sparks commencement of a particular quest or endeavour.

In te reo Māori, the word ‘ranga’, when expressed in the word ‘rangahau’, means to raise, cast up, to pull by the roots or to set in motion. Similarly, the word ‘hau’, when combined with ‘ranga’, can mean to be heard, report, publish abroad or a notable and illustrious message. The term ‘rangahau’ thus connotes different meanings: there are Māori ways of knowing, being and conducting rangahau such as Kaupapa Māori and Mātauranga Māori, as well as the point of initiation of a particular quest or research endeavour. At Te Kunenga Ki Pūrehuroa Massey University we have adopted the term ‘rangahau’ to express in te reo Māori the idea and essence of our research. Te Pou Rangahau, or the Research Pillar, is also the name of one of the university’s four strategic pillars, providing a central focus for many of our academic endeavours.

At Massey, we define research as the advancement of knowledge, the creation, recovery, or reinterpretation of knowledge or understanding, and the application of knowledge to solve real-world problems. Our research environment weaves together the diverse contributions of our tangata whenua and tangata tiriti researchers. Research may also embody new ideas and insights of direct relevance to the specific needs of whānau, iwi, hapū, marae, and communities we serve. Located in the heart of Te Moana-nui-a-Kiwa (Pacific Region), we support research that focuses on topics of importance to Pacific peoples and promotes positive outcomes. We value research, scholarship, creative practice, and professional and clinical practice, conducted by all Massey researchers with rigour and transparency, which may form a reliable basis for action and extends human knowledge and understanding.

Te Pou Rangahau 2024–2027 is designed for an operating environment that has continued to change since our last research strategy, He Rautaki Rangahau 2018-2022, and our first research rankings strategy, He Waihanga ake I Te Whare Rangahau: Building a Research Powerhouse 2018-2022. Building upon these strategies, the new plan provides a pathway to support the realisation of the University Strategy. In Māori perspectives of time, the past, present and future are intertwined. The past is central to, and shapes, our present and future identity. This research plan is shaped by a rich history of research discovery, innovation and commercialisation which influences our current and future commitments to our Te Tiriti o Waitangi responsibilities and to research excellence.

OUR COMMITMENTS TO RESEARCH EXCELLENCE

Whaowhia te kete mātauranga Fill the basket of knowledge

We have committed to enacting Te Kunenga Ki Pūrehuroa Massey University Strategy 2022–2027 based on its unique position and reputation for our:

- commitment to practice and partnership reflecting our Te Tiriti o Waitangi priorities
- world-leading research with impact, in partnership with iwi, government, communities, and the industries we serve
- curious world-ready graduates who lead with entrepreneurial acumen and capability, and who are committed to enhancing Aotearoa New Zealand and the world
- heritage of excellence and integrity, which ensures authentic leadership in contemporary Aotearoa New Zealand, and
- caring, inclusion and equity, and commitment to our people, our environment, and our places.

This research plan seeks to realise the aspirations and commitments in the University Strategy based on its four pou or pillars:

- Te Pou Rangahau—research,
- Te Pou Ako—learning and teaching,
- Te Pou Tangata—people, and
- Te Pou Hono—connection.

In seeking to realise goals based on these four pou, the University’s focus is on ensuring these are achieved while honouring and upholding our Te Tiriti o Waitangi commitments, and recognising the key attributes that bind the strategy together, namely: sustainability and climate action, entrepreneurship, civic leadership and global engagement.

In Māori tradition, the whatu is the process of weaving that brings together the whenu (vertical threads) and aho (horizontal threads). Te Pou Rangahau 2024-2027 weaves together the pou (uprights equivalent to whenu) and attributes (aho) to create a kete, or basket, for wisdom and knowledge. This kete holds our commitments to our Te Tiriti o Waitangi responsibilities and to research excellence as mutually reinforcing and enabling priorities of the University Strategy. Research excellence can be achieved through our journey to being Te Tiriti-led.



OUR COMMITMENTS TO RESEARCH EXCELLENCE

Tē tōia tē haumatia

Nothing can be achieved without a plan, workforce and way of doing things.

Research excellence is not universally defined and may mean different things to different people. At Te Kunenga Ki Pūrehuroa Massey University, our research reputation is based on the originality, rigour, reach and significance of research activity. This plan will further enhance our research excellence as seen in the production, recovery, reinterpretation or understanding of knowledge, and to increase the dissemination and application of knowledge. Excellence exists in the quality and quantum of research, both of which will improve by identifying and nurturing excellent researchers and mentoring those with potential for research excellence. Achieving research excellence is also discipline specific and excellence is achieved through research activity that sustains and develops the research environment, both within and outside the academy.

Significantly, excellence is evident in the impact of research and the positive contributions of our research for the communities we serve. A key strength of our university is the diversity and breadth of research across many disciplines and topic areas. We support research excellence wherever it occurs. In doing this, we will build upon our heritage and reputation for research excellence and nurture and grow developing areas of research excellence, and build on the strength and impact of transdisciplinary and interdisciplinary research. We also rise to the challenges presented through new and emerging areas of research excellence, including how we respond to future local and global issues. We are committed to the ongoing development of researcher capability and capacity for research aligned with the United Nations Sustainable Development Goals, and to lifting our position in the Times Higher Education Impact Ranking.

We encourage and support researchers to benchmark their outputs against local and global standards of excellence and other measures of research performance. This includes the Performance Based Research Fund (PBRF) which seeks to enhance research activity and quality at New Zealand’s research active tertiary education organisations. It also includes those international research rankings which continue to have global relevance for staff and student recruitment, selection of collaborators and marketing.

Māori research priorities focus on interdisciplinary, Māori-led research that may be applied or theoretical, and that is beneficial to Māori communities. Key elements of research excellence are those that are important to and prioritised by Māori, capturing perspectives from the broadest range of disciplines and research areas, and enhancing the contribution of research and Mātauranga Māori in addressing local and global challenges. Perceptions and assessment of Māori research excellence at the national level may look very different from indigenous research excellence at the international level (typically based on publication metrics). Māori research is and can be globally impactful, and culturally relevant approaches to research need to play a major function in international research aspirations, practices and understandings. We will uplift and improve our performance on the global stage, an ambition that strongly aligns with the spirit of Te Tiriti and therefore being a Te Tiriti-led university.

From a Pacific People’s perspective, excellent research is enacted across disciplines and is understood by its impacts, particularly outcomes leading to improvements that benefit people and communities and are meaningful for lived experience. Research excellence also includes the opportunity to draw upon Pacific People’s research methodologies and not simply rely on or be limited to Western-influenced knowledge systems.

OUR COMMITMENTS TO TE TIRITI O WAITANGI

As a Tiriti-led university, our Te Kunenga Ki Pūrehuroa Massey University Strategy commits to demonstrating authentic leadership in contemporary Aotearoa New Zealand as we uphold Te Tiriti o Waitangi, the founding document of our nation, and its principles through our practice. Consistent with the principles of Te Tiriti, we are committed to a partnership approach to the development, implementation, and ongoing evaluation of Te Pou Rangahau 2024–2027.

This research plan has a focus on strengthening the role and positioning of Māori in the research system, as Te Tiriti partners and citizens of Aotearoa. Through ongoing reflection upon and evaluation of the effectiveness of our research commitments in enabling and facilitating the achievement of equitable outcomes, we will seek new opportunities for understanding Te Tiriti obligations in terms of our research. This plan will also enable university governance models, policies, procedures, and regulations to be developed in accordance with our Te Tiriti responsibilities. The intent of our research plan is to ensure equity and excellence for Māori researchers and the communities they serve, and in doing so, we aim for research excellence that can be achieved for both Te Tiriti partners.

Te Pou Rangahau 2024-2027 outlines the research commitments, goals, and actions we aspire to achieve as a research-led university. The plan is a map guiding us from where we are to where we want to go while enabling adaption to future uncertainties and allowing for ‘learning by doing.’ The focus of the plan is to provide an environment in which Massey researchers are supported and encouraged. Te Pou Rangahau 2024-2027 will also be supported by appropriate monitoring and evaluation tools and processes, as well as information flows. The monitoring, evaluation and communication around this plan are led by the University Research Committee, supported by the Office of the Provost working with research leaders, staff, and students. The research goals are provided below, alongside actions toward achieving these goals.

OUR RESEARCH COMMITMENTS TO PEOPLE

Supporting our early career academics and those individuals and/or research teams delivering innovative, world-class research

Ensuring that the university's research workforce profile maximises and delivers on our agreed research impact and outcomes using subject appropriate metrics to evidence performance

Contributing to new opportunities for Māori research development and Māori research leadership both within the university and externally in partnership with iwi and Māori research partners

Our research goals	How we will action our goals
<ul style="list-style-type: none"> All researchers, including research students, understand their Te Tiriti o Waitangi responsibilities and opportunities. 	<ul style="list-style-type: none"> Promote and highlight productive interactions between Mātauranga Māori/Te Ao Māori worldviews and Western-influenced research paradigms Ensure that the induction of new academics and research students includes Te Tiriti learning and development Provide ongoing researcher development and resources for staff and students to advance their understanding of Te Tiriti responsibilities and opportunities
<ul style="list-style-type: none"> Talented researchers are attracted and retained to enhance Massey's research excellence. 	<ul style="list-style-type: none"> Provide all researchers with regular opportunities to develop future-focused research plans and identify their research strengths Support and celebrate the development of a talented research workforce that recognises and rewards diversity and fosters the advancement of women and traditionally under-represented groups in the academy Invest in early career researcher development Invest in research and supervision undertaken by early career researchers Develop mechanisms to recognise, support and retain mid-career and senior researchers Develop a coordinated and responsive approach to researcher mentoring which would be beneficial to all research career stages Create and support targeted research career pathways and partnerships for Māori researchers Create and support targeted research career pathways and partnerships for Pacific researchers Monitor workloads to ensure adequate time for research and supervision Invest PBRF funding attracted by Māori researchers into Mātauranga Māori, Māori research development and support for Māori researchers Invest PBRF funding attracted by Pacific researchers toward the promotion of Pacific centred research
<ul style="list-style-type: none"> Partnership based approaches to research leadership and decision-making are realised. 	<ul style="list-style-type: none"> Develop and implement structures for facilitating partnerships in research leadership and decision making Commit to growing and engaging Māori researchers as research leaders

- Best practice research management is supported by efficient and up-to-date IT systems.
- Provide research administration and budget management training resources
- Work in partnership with Māori to ensure systems are responsive to Māori researchers and the communities they serve
- Work with Pacific peoples to ensure systems are responsive to Pacific researchers and the communities they serve
- Invest in continuous improvement of technology systems for the management of research and researchers (including research students)
- Provide a comprehensive and integrated set of policies and procedures related to research

OUR RESEARCH COMMITMENTS TO LEARNING AND TEACHING

Embedding a culture of research excellence in all aspects of the university's activities, so that all staff and students are part of this core endeavour

Reducing inequities of access for progression to postgraduate research, including doctoral studies, particularly for Māori and Pacific Peoples learners

Our research goals	How we will action our goals
<ul style="list-style-type: none"> All students have equitable access to postgraduate research pathways. 	<ul style="list-style-type: none"> Provide scholarships for Māori and Pacific postgraduate research students Identify and appoint promising postgraduate research assistants to fixed term academic appointments (supernumerary positions) Build research supervision capacity and capability for supporting Māori and Pacific students, including supervision in te reo Māori and Māori methodologies Invest in mentoring, learning and development for Māori and Pacific students and supervisors Include funding for postgraduate scholarships and post-doctoral research opportunities in externally funded research projects Invest PBRF completion funding attracted by Māori and Pacific postgraduate researchers to support Māori and Pacific student recruitment, progress and timely completion
<ul style="list-style-type: none"> All postgraduate research is completed within expected timeframes that align with TEC and PBRF funding. 	<ul style="list-style-type: none"> Provide mentoring, learning and development for supervisors of postgraduate research students Encourage fast-tracks for excellent emerging researchers to lead supervisory teams Evaluate the effectiveness of the Doctoral Supervisor Development Framework and Supervisor Accreditation Formally recognise external research supervisors of postgraduate students as research associates of the university with consideration of remuneration Design and deliver researcher learning and development for students and supervisors (for example, in partnership between GRS, Māori Professoriate, Dean Pacific)

<ul style="list-style-type: none"> Massey is recognised for excellent postgraduate research. 	<ul style="list-style-type: none"> Increase the relative proportion of postgraduate research students in our student profile
	<ul style="list-style-type: none"> Create excellence awards for postgraduate research students and academic units
	<ul style="list-style-type: none"> Share stories of postgraduate student research success
	<ul style="list-style-type: none"> Promote and advocate postgraduate research among Pacific and Māori students, alumni and communities
	<ul style="list-style-type: none"> Support co-publication of postgraduate research between students and supervisors

OUR RESEARCH COMMITMENTS TO CONNECTION

Ensuring that research conducted through partnership is widespread, invested in and actively maintained

Investing in the development of inter- and transdisciplinary skills among researchers and providing a supportive environment for collaborative research

Supporting Māori research priorities and in particular Māori development goals priorities, emphasising the importance of impact and benefits for the communities with whom we conduct our research

Actively contributing to research that supports outcomes for Māori, including our Mana Whenua partners and whānau, hapū and iwi communities

Our research goals	How we will action our goals
<ul style="list-style-type: none"> Māori research priorities are developed in partnership and supported by Massey's Māori researchers. 	<ul style="list-style-type: none"> Facilitate research wānanga to identify Māori research priorities Build research partnerships with iwi and hapū entities Support quality research that seeks to accelerate positive outcomes for whānau, hapū and iwi
<ul style="list-style-type: none"> High quality partnerships and collaborations drive research excellence and impact. 	<ul style="list-style-type: none"> Support research relationships and research supervision with highly respected overseas researchers/industry experts/entrepreneurs Foster collaborations that will deliver on Māori research aspirations Foster collaborations that will deliver on Pacific People's research aspirations Promote research that is Pacific centred, with Pacific- Indigenous methodologies, with high impact for Pacific communities Contribute to building and enriching the relationship between tangata whenua and tangata Te Moana-nui-a-Kiwa and reflect that in research policies and processes Enable strong cross-institutional collaborations within Aotearoa

<ul style="list-style-type: none"> High quality partnerships and collaborations drive research excellence and impact. 	<ul style="list-style-type: none"> Create new international relationships for high quality research outputs and impact Leverage and maximise existing international partnerships to develop further research opportunities Increase the rate of co-publication with external research partners including international research students
<ul style="list-style-type: none"> Capability and capacity for securing external research income is increased. The proportion of external research income from non-government and international funders is increased by 10%. 	<ul style="list-style-type: none"> Develop resources and continue to support external research funding applications Orientate researcher capability towards new funding opportunities (including industry, non-government, iwi and international) Increase capacity for excellent cross-disciplinary, interdisciplinary and transdisciplinary research Invest in Pacific research through securing external income

OUR RESEARCH COMMITMENTS TO SUSTAINABILITY AND CLIMATE ACTION

Maintaining our focus on supporting our world-leading areas of research that align with and support the United Nations' Sustainable Development Goals

Our research goals	How we will action our goals
<ul style="list-style-type: none"> Massey continues to be recognised for its research towards the United Nations Sustainable Development Goals (UNSDGs). Massey is ranked first in New Zealand in the Times Higher Education Impact Rankings by 2027. 	<ul style="list-style-type: none"> Develop researcher capability and capacity in areas related to the UNSDGs Encourage and support research collaborations sponsored by United Nations and other NGOs Encourage and support collaborative research related to climate change, including climate action research in the Pacific region Communicate our research related to UNSDGs more effectively Provide postgraduate scholarships strategically aligned to research that supports the UNSDGs Provide internal funding for research related to the UNSDGs

OUR RESEARCH COMMITMENTS TO ENTREPRENEURSHIP

Maximising the commercial benefit of intellectual property derived from research

Our research goals	How we will action our goals
<ul style="list-style-type: none"> The commercial benefits of intellectual property derived from research are realised. 	<ul style="list-style-type: none"> Support emerging research and innovation activities through developing and enhancing relationships between Colleges, Massey Ventures Ltd/Enterprise Office and Graduate Research School Increase the number of postgraduate research student who have been engaged in activities to gain entrepreneurial skills year on year (e.g. Grand Ideas competitions) Engage staff and research students with the services, knowledge and resources available through the Enterprise Office Work with industry partners to optimise opportunities for leveraging Massey research, scholarship and entrepreneurship (including utilisation of IP in new ventures)

OUR RESEARCH COMMITMENTS TO CIVIC LEADERSHIP

Promoting the responsibility to demonstrate Massey’s role as “critic and conscience” by supporting staff to communicate research and engage in public debate

Acknowledging the place and status of Mātauranga Māori and the development of Mātauranga Māori research capacity and expertise inside and beyond our university and communicating outcomes demonstrated in our research

Our research goals	How we will action our goals
<ul style="list-style-type: none"> Researchers are encouraged to act as the ‘critic and conscience of society’ as recognised by communities, industry, the media and public. 	<ul style="list-style-type: none"> Offer annual awards to researchers who successfully demonstrate this critical leadership role Provide resources to support staff engaging with media Profile and promote research by and for Māori and for Pacific Peoples Increase the promotion and profiling of Massey researchers and research impact through diverse media platforms
<ul style="list-style-type: none"> Mātauranga Māori is acknowledged and understood by all Massey researchers and postgraduate researchers as a core characteristic of research practice. 	<ul style="list-style-type: none"> Promote Mātauranga Māori research capacity and capability within and beyond our university Provide learning opportunities for tangata tiriti staff to engage with Mātauranga Māori and Te Ao Māori worldviews Acknowledge and reflect the equal status and equivalence of Mātauranga Māori and Te Ao Māori worldviews in research policies, and research governance and management processes Profile and promote Mātauranga Māori and Kaupapa Māori research

OUR RESEARCH COMMITMENTS TO GLOBAL ENGAGEMENT

Investing in research dissemination and actively benchmarking our outputs to global standards to inform excellence and standing in research performance and future investment

Championing indigenous knowledge development and leadership, particularly among Māori as tangata whenua of Aotearoa New Zealand, Pacific Peoples in the context of the Pacific Region, and share this globally

Our research goals	How we will action our goals
<ul style="list-style-type: none"> Massey research excellence is recognised internationally by our performance in international research rankings exercises. Massey will be in the 200 – 250 band in QS World University Rankings. Massey will have five subject areas in the top 50 in QS and Shanghai subject rankings. Massey will have 20 subjects in the QS top 500 and 20 subjects in the Shanghai top 500 	<ul style="list-style-type: none"> Support applications for credible and impactful international research awards and prizes Update Massey staff profile system to enhance the findability and searchability of researchers and research outputs Increase the number of research outputs made open access via Massey Research Online Increase researcher uptake of other mechanisms to increase citations and enhance research impact (for example ORCID, open access outputs) Foster ‘bibliodiversity’: the wide range of services and platforms for research publication and communications, including New Zealand publishing platforms and those that champion Indigenous knowledge development Provide internal funding for research related to the UNSDGs Develop research student-supervisor partnerships with internationally recognised research institutions Increase understanding of, and engagement with, discipline-relevant international research rankings Support researchers to engage with mechanisms to improve performance in discipline-relevant international research assessment and ranking exercises (including increased citation rates, publication lists, research reputation surveys, appropriate acknowledgement of Massey affiliation)

TE POU RANGAHAU: AN ASPIRATIONAL PLAN FOR ALL

Nā tō rourou, nā taku rourou ka
ora ai te iwi

With your food basket and my
food basket the people will thrive

Te Pou Rangahau 2024-2027 shares our research commitments, goals and actions for the next four years as a high level, aspirational plan for all researchers across the university. The implementation and reporting on Te Pou Rangahau will be led by the university Research Committee (with support from the Office of the Provost), with the expectation that this is a whole of university plan.

Implementation of the plan will include the identification and engagement of appropriate leadership teams responsible for delivery against the goals and actions. Leadership teams will be responsible for prioritising actions over the lifespan of the plan. Measurable targets and accountabilities will be developed collaboratively with engagement across the university to ensure the goals and actions are realised. Progress against the actions and targets will be reported to the Senior Leadership Team, Academic Board and the University Council on a six monthly basis, and targets and accountabilities adjusted where appropriate to realise the goals and actions.

Realisation of Te Pou Rangahau 2024-2027 is reliant on the following set of expectations:

- The commitments, goals and actions will be realised across the university, through research planning by colleges, schools, research centres, central service lines, governance committees, and individual researchers.
- Researchers will be aware of the Te Pou Rangahau 2024-2027, see themselves in it, and relate their aspirations and achievements to the plan.
- Tangata whenua and tangata tiriti researchers will work in partnership to achieve this plan.
- Pacific researchers will feel supported to contribute and collaborate in the achievement of this plan.
- The University Research Committee and the Office of the Provost will lead implementation planning, monitoring and annual reporting of the plan.



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