Annual Plan 2013

Consolidated University Annual Plan

Section 1: Executive Summary

Section 2: Introduction

Section 3: Environmental Update

Section 4: Work Plan and Performance Measures

Section 5: Budget

Section 1: Strategic Overview

1.1 Executive Summary

The University's Annual Plan for 2013 was consolidated from the annual plans submitted by the SLT as part of this year's planning process.

Major strategic initiatives for the University's Annual Plan for 2013 can be summarised as follows:

Research and Scholarship:

- Improve research support infrastructure and grow research, commercial and business development
- Evolve plans for investing in areas where Massey can exemplar the necessary standards of research excellence and /or sustainable critical mass
- Focus on improving higher research degree student recruitment and completions
- Develop and implement 'international' dimension of the research strategy

Teaching and Learning:

- College of Health successfully established and operational
- Institute of Education successfully established and operational
- Implement that Digital Teaching and Learning Strategy
- Implement the Student Success Strategy
- Continue the implementation of the Internationalisation Strategy

Connections:

- Improve University engagement with stakeholders
- Develop and implement External Relations Plans for Pasifika and Māori students and the Wellington campus
- Increase enrolment in our key target markets: new distance learners, students on the Albany campus and under 25's
- Build NZ's biggest network of actively engaged alumni

Responsibility:

- Launch and promote new Expertise Database so that all relevant outlets are aware of 'Massey Offer'
- Further development and implementation of the Sustainability Framework
- Further progress the Heritage Project

Generating Income:

- Gain approval for long-term Financial Strategy and develop and long-term financial plan
- Progress Treasury Governance and Management

Enabling Excellence:

- Initiatives for staff development and conduct of staff surveys
- Initiatives to enhance students success and experience
- Initiatives for IT infrastructure e.g. Massey Enterprise Reporting project, further development of the SharePoint Platform, implementation of a broad IT skills based training programme
- Initiatives for campus infrastructure including facilities for Māori and Pasifika students and staff, Wellington Emergency Hub and changes to the Hokowhitu and Manawatū campuses

Section 2: Introduction

The University's annual plans are developed to give effect to the vision and strategy in the University's strategic plan, The Road to 2020, 2012 update (Massey University, The Engine of the new New Zealand).[1]

"In recent years New Zealand's place in the world has changed; a new New Zealand is emerging.

New Zealanders are carving out their futures, confident that they have something unique to offer the world. They aspire to break new ground, foster new communities, advance new ways of working and promote a distinct and valued Kiwi world view.

To succeed in challenging times, New Zealanders must be not only academically and technically equipped, but also creative, innovative and connected. They need to build on the traditional strengths that come from our land-based industries as well as the new and diverse activities that are advancing New Zealand's contribution to the "big issues" of the age – sustainable resource use, citizenship in a digital world, community resilience in times of natural and induced environmental challenges, global economic issues, health and wellbeing and food security, to name but a few.

As New Zealand's defining tertiary education institution, Massey University provided the underpinning knowledge for our nation's successful development in much of the 20th century. In the 21st century we aspire once again to serve and lead as the "engine" of this new New Zealand.

Today the University has a well established reputation for outstanding teaching and research grounded in real-world issues. We are New Zealand's national university, with three campuses and a distance education programme through which we teach 34,000 students from more than 100 countries. We have an excellent record of engagement with all our communities, and are proud to support educational opportunity in New Zealand and around the world.

A university for the future

We are committed to enhancing student access to the University's academic programmes through ensuring relevance and quality while continuing to embrace digital technologies.

In the next decade, our reputation for supporting and adding value to New Zealand's land-based industries will see the University continue its contribution to the global agenda for food security, develop sustainable resource management strategies and advance precision agriculture. A new "smart thinking" approach to the use of our nation's natural resources means that Massey is also well placed to lead in the sustainable use of biological and natural materials, and to advance exports of foods, nutraceuticals and other high-value post-harvest products.

---

[1] As extracted from The Road to 2020, 2012 update, to provide context for the 2013 Annual Plan

As host to the nation's only Veterinary School, alongside the Riddet Institute ("New Zealand's food visionary") we have a unique opportunity to contribute to research on animal health and human wellbeing. Through its potential to generate new knowledge, that research will extend Massey's already extensive contributions to disease prevention and health promotion.

Through the Design School's 125-year leadership of design and fine arts in New Zealand, the University is at the forefront of a unique creative arts movement that sees New Zealand design now centre stage in world fashion, industrial design and digital media.

Our commitment to promoting the development of indigenous knowledge and advancing Māori achievement ensures that we are part of a culturally rich community that respects diversity in a modern context for the benefit of this nation and its partner countries. And our wider expertise in applied social sciences will see Massey contribute to changes in urban dynamics that will define growth in New Zealand and contribute to the emerging debate around citizenship and identity in the 21st century. As New Zealand and the world have changed, so have we.

Our strategy to 2020

Since 2009, Massey has been driven by an ambitious strategy to inspire change in New Zealand and take what is special about our country to the world.

The strategy is founded on the values of creativity, innovation and connectedness. With a record of providing one of the most comprehensive teaching and research programmes of any university, we have identified areas of specialisation that define the contribution Massey wants to make. In the year ahead we intend to reform our academic structure to include a new College of Health alongside the Colleges of Business, Creative Arts and Sciences, and form a new Institute for Education within the College of Humanities and Social Sciences.

During 2011 we made significant progress in the work needed for the University to meet its goals – and reflecting this, the 2012 update of *The Road to 2020* outlines a fully revised research strategy and academic programme. We will continue to expand our opportunities for lifelong learning and advance our internationalisation strategy. Our branding, marketing and engagement plans are being implemented, and we have identified a number of sustainability-related issues to which University staff will apply their knowledge. We will work on diversifying our revenue base and improve the support we provide to staff and students, especially in information technology (IT) and campus facilities. In early 2012 we will open a new Creative Arts building in Wellington and a new Student Amenities building in Albany, as well as complete the refurbishment of the AgHort facilities in Manawatu.

Massey University is an institution with a real sense of purpose and momentum, thanks to the extraordinary efforts of staff, students and the many partners that support us. We live in challenging times, but we are determined to make a defining contribution to our nation while building a world-wide reputation as a leading centre for higher education and scholarship. We welcome all who wish to be part of this engine of the new New Zealand".

The University's Annual Plan for 2013 aims to continue the progress already made on the Road to 2020.

The Annual Plan for 2013 has been consolidated from the Annual Plans of the Senior Leadership Team and includes the following sections:

1. Environmental Update (Section 3)
   - An update of Massey's operating environment and fiscal position as extracted from the 2013 Budget Policy Statement as context for the planning process.
   - A performance review based on the update of progress towards 2020 as provided in the 2012 Quarter Two Performance and Risk Report.

2. Work Plan and Performance Measures (Section 4)
   - The University's Work Plan by Big Goal for 2013, which includes details of key initiatives against 2020 objectives and associated milestones.
   - The performance measures under each Big Goal are those extracted from the Investment Plan 2013-2015 (Performance Commitments).

3. Budget (Section 5)

Section 3: Environmental Update

Massey's Operating Environment and Fiscal Position[2]

This section will discuss some of the challenges ahead as Massey University progresses towards achieving the vision to be New Zealand's defining university and a world leader in higher education and scholarship.

The key to success is to be financially sustainable, and this is an overview of where Massey University's revenue and costs are headed so that Massey will continue to meet this goal.

Massey's biggest funder, is the Government, though part of the Road to 2020 strategy is to diversify Massey's revenue base and move away from reliance on Government funding. This is progressing well and will be discussed further in this section.

In mid-2012, Massey University was developing their investment plan which was the key document necessary to secure funding for the university over the next two to three years. As part of this process the Government through the TEC provides its expectations of universities and Massey is required to explain how they will best achieve them. This is a brief outline of these expectations as they are important for Massey and for New Zealand's future.
- The first is that Māori and Pasifika learners participate and achieve at all levels at least on par with other students. Our new Kia Marama strategy builds on the successes we have had in this area.
- The second is excellence and distinctiveness of institutional mission – that is universities need to focus on institutional strengths and support performance and quality and
- The third is to be active and successful in knowledge transfer from research activities and linkages with industry. The focus is to increase the impact universities can have on New Zealand's development, through knowledge exchange, collaboration, research, and commercialisation strategies.

All three of these expectations are well covered in the Road to 2020 and its sub-strategies. The academic reform programme across all colleges is key to achieving this as is the implementation of the recently released research strategy. The formation of a new College of Health and Institute of Education position Massey not only at the forefront of research and scholarship but shows Massey's distinctiveness in terms of driving both economic growth and relevance to the new New Zealand.

---

[2] Edited from the 2013 Budget Policy Statement

Though Massey is well aligned to the Government's and TEC's expectations of Universities there are a number of new challenges on the horizon for Massey as the Government is not only reducing its funding in real terms for student programs, but it is also reprioritising the existing funds amongst tertiary education providers. In the Government's budget in 2012 there wasn't an across the board increase for universities though universities are facing increasing costs yearly. This is likely to continue into the future as the Government grapples with its budgetary problems.

Modest increases were targeted at Science and Engineering. At best this will mean about a $1Million increase for Massey next year. It is not much when Massey has a total cost base of around $440 Million and this will increase with inflation. Insurance costs alone are expected to increase by another half a million dollars next year.

Another concern is the introduction of the new performance linked funding policy which has the potential to reduce funding for universities. This new measure is based on Educational Performance Indicators relating to course and qualification completion, student progression and student retention. The formula does not appear to adequately address the fact that Massey has a large number of students enrolled in distance learning and there are many factors relating to course non-completion that are outside Massey's control. If TEC does not recognise, and make appropriate adjustment for these factors then it is likely that the gains from Science and Engineering will be more than lost through the introduction of performance linked funding.

PBRF changes are another challenge. Significant work across the University ensured that the portfolios submitted for the PBRF were the best possible. This puts Massey in the most advantageous position for securing future funding. The rules around the PBRF assessment are currently changing and the impact on Massey's revenue stream is yet to be known.

As mentioned earlier, the 2020 strategy is to be less reliant on Government revenue and hence the need to keep growing our international and commercial revenue to replace Government funding. Being connected and growing partnerships with private sector organisations and other education providers, nationally and internationally, is the key to generate research and tuition income from a much broader base. The challenge is to grow these revenues at a greater rate than the costs are increasing.

This is something that Massey has been incredibly successful in achieving in the past. Since 2008 Massey has only had a 3.3% increase in its total funding from Government, whereas Massey's costs have been increasing close to that percentage each year.

Last year, Massey University received an extra $1.2 M from Government but the costs rose $9.8M. This was turned around by increasing revenue and controlling costs with the result that Massey made a surplus of $7.6M. This is still outside the TEC's specified target, which would require a surplus of $13M, but it is still very commendable.

Surpluses are very important to Massey as these are needed for reinvestment in capital programmes each year. Massey doesn't retain any of these surpluses, but reinvest them in IT and buildings that make the university both a good place to work and to study. It also means less exposure to external risks as there is more capability to adjust to economic shocks. Massey University becomes more resilient. If something happens Massey will not need to slash budgets as Otago has done recently. Hence, the challenge for Budget 2013 for Massey University is to build on the positive work that has been done over recent years as part of the Road to 2020 strategy so that Massey continues to be both successful and resilient to the changing economic environment.

With the Government changes, it's a measure more difficult this year to obtain financial sustainability but it is achievable if Massey continues to grow revenue and be both strategic and mindful in expenditure decisions.

These are things that need to be thought about when staff are putting budgets together for 2013.

Massey is known for being creative and innovative and this is a key to future success.

In relation to expenditure decisions, being strategic is about placing capital investment and operational expenditure into areas that provide the greatest alignment to the Road to 2020 goals. This means thinking about where Massey gets the highest return for its expenditure and stop doing things that are low priority.

It is always easy to increase activities within the University, and forget that when this occurs, with limited resource, activities must stop that don't add a lot of value. Services that are provided need to prioritised, and the question asked as to whether some of these services that add little value can be discontinued.

Being mindful is about making considered decisions when expenditure is incurred. Massey has been progressing a significant programme to make savings in procurement. The main saving however is not from negotiating a lower price for the same goods or services from a supplier, the main saving is by being mindful about the choices that Massey makes, and just like with growing revenue it's about being creative and innovative in how staff members do things.

For example, Massey have completed procurement contracts to leverage the number of bed nights and receive great rates for hotel accommodation. Being mindful about the expenditure is not only ensuring that Massey uses those suppliers but considering whether there is a need to travel at all. Massey has some great video-conferencing facilities and these need to be considered too. If staff do need to travel, then taking best value fares rather than flexi fares may be a great option.

Being mindful about what Massey choose to purchase and how it is purchased it is a painless way to make savings.

Similarly the redesign of processes can achieve business efficiencies. Massey staff are in a unique position to recognise what works, what doesn't and what can be done better. There must be an aim to get the best value possible so that income is freed up to use in the areas that count – the areas that grow Massey University's reputation and income by boosting teaching and research capability and the successes that flow from that.

Everyone's efforts will help Massey not only to be financially sustainable but will underpin its success as the engine of the new New Zealand".
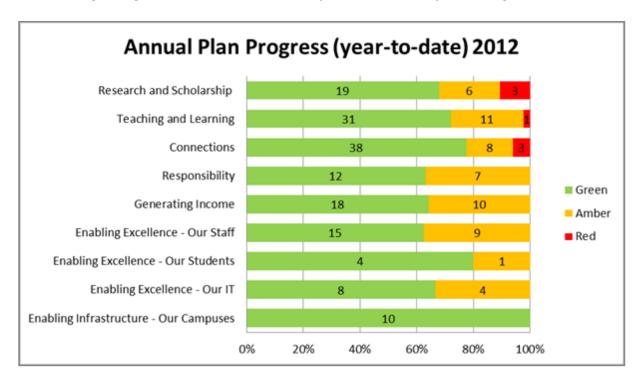
Performance Review[3]

Planning for 2013 has been informed by progress to date against the Big Goals in the University's strategic plan, The Road to 2020. This progress is detailed in the Statement of Service Performance in the University's Annual Report 2011. Progress during 2012, extracted from the Quarter Two Performance and Risk Report to SLT and Council, is summarised below.

Overall

Generally, progress against planned activities is tracking well, as are the key performance indicators. Progress against the key initiatives in the University's Annual Plan for 2012 has been summarised in Table 1 below. Note that the numbers in the bar represent the number of initiatives in that bar for the Big Goal.

Table 1. Progress against Annual Plan Initiatives (year-to-date) 2012 for each Big Goal

---

[3] From Massey University's 2012 Quarter Two Performance and Risk Report

Research and Scholarship

- Research performance indicators are generally showing mixed trends. For example, licences/commercialisation revenue is well above target yet the negative variance from target in total external research income reflects both an adverse external funding climate as well as the work to be done to improve overall performance to a nominal $100M per annum against current year budget $80M (inclusive of consultancy income)
- Preparations for the PBRF round remained a key focus with the final submission due in July. (This deadline was subsequently met)
- The Research Strategy implementation plan has now been approved by the Research Committee
- A Research Communication Strategy is being implemented after SLT approval

Teaching and Learning

- The College of Health Proposal has been approved by Council with an establishment committee now operational
- The final decision to establish the Massey University Institute of Education has been made with an implementation team now meeting weekly
- Implementation plans for the Internationalisation Strategy have been progressing well with distance education, offshore and pathways for local (resident) international students, receiving focus at this point
- The Māori@Massey 2020: KIA MARAMA Strategy has been reviewed, developed and approved by SLT
- Distance Education and Learning Futures Alliance is now established and has officially been launched

Connections

- All university activity across events, publications and digital media has been reviewed and is in accordance with the latest branding and messaging
- The Research and Communications Framework was approved which includes profiling Massey staff expertise to key stakeholders
- Links with industry, business, the community and public sectors continue to be strengthened with engagements and agreements made with Te Wānanga o Aotearoa, Aotearoa Fisheries, NZ Police, Auckland City, Auckland Tertiary Education Network, and Venture Taranaki

Responsibility

- A ' lite touch' audit template has been circulated to academic and service units with the goal to map progress with embedding of sustainability within academic, research and scholarship and the wider functions of the University
- The "History of Massey" project is progressing well with work under in consultation with Massey Heritage Advisory Group
- The WW! Centennial History Project is now an integrated collaboration between Massey, NZ MCH, RSA and NZDF

Generating Income

- Development of the University Financial Strategy and long-term financial model is currently underway
- Implementation of the Procurement Strategy is well underway with considerable improvements made to procurement capability, templates and tools this year

Enabling Excellence

- Two six-month Employee Development Calendars promoted over 170 programmes attended by around 1,500 participants across all three campuses
- Participation indicators for the TEC's targeted groups of students are all under target for the year-to-date although Māori and Pasifika students are trending favourable
- Initiatives relating to the University's Information Services Strategic Plan continue to be implemented
- Planning of stage one of the strategy to relocate Hokowhitu onto the Turitea campus has commenced with relocation of the College of Education starting in November 2012
- Te reo initiatives have continued to expand in print and online with the bilingualisation of the accommodation guide, the graduation publications and Massey homepage

Section 3: Work Plan and Performance Measures

Big Goal: Research and Scholarship

"We will promote the highest standards of research and scholarship and be a world leader in our areas of specialisation"

Associated Goals:

3.1.1 Implement the Massey University research strategy, which focuses on excellence, academic leadership and engagement

3.1.2 Strengthen our research framework to build on the results of the 2011 Institutional Review of Research and preparations for our submission to the New Zealand Tertiary Education Commission's Performance-Based Research Fund (PBRF) 2012 assessment exercise

3.1.3 Build creative collaborations with other universities, research institutions and businesses to cement our place as a globally competitive research partner

3.1.4 Nurture and build sustainable centres of excellences in our defining areas of research specialisation

3.1.5 Grow research postgraduate numbers and secure completions to align with international standards for excellence by 2020

3.1.6 Develop our knowledge-sharing capabilities and build our entrepreneurship to ensure that Massey research is relevant and connected, and that the outcomes are used for best purpose

3.1.7 Evolve a new paradigm for the research-teaching nexus at Massey University

3.1.8 Promote a wider engagement with academic scholarship that is relevant to the 21st century

3.1 Key Initiatives for 2013

	2020 Associated Goal Reference	Key Initiatives and Expected Outcomes	Primary Owner (SLT Manager)	Milestone Detail	Milestone Date
1	3.1.1 3.1.2 3.1.3	*Key Initiative:* Embed usage of robust research management information into institutional and unit planning for research. *Expected outcomes:* Institutional research planning based on evidence-informed performance models. Performance oriented research management at unit and staff level.	AVC R&E	Create data warehouses which inform performance –based research management decisions at institutional, unit and individual levels of performance management (progress update)	Q1 Q2 Q3 Q4

2	3.1.1
	3.1.6
		Key Initiative: Improve research support infrastructure and grow research, commercial and business development by the following initiatives:
		  1. Complete restructuring and development of research support emerging out of the 2012 review of the core support units, RMS, GRS and Ethics to create new Research Support Services Unit
		  2. Appoint staff in key areas (Research Strategy and Policy Development Officer, Commercial and Business Development Manager, and Māori and Pasifika Research Advisor
		  3. Grow commercial and business development activities arising from the use our IP and expertise as an element of income growth and funding diversification.
		
		Expected Outcome: More efficient operational support for research and researchers; full functional engagement with shared services model, improved research management capability, increase revenue, greater diversity in revenue streams.
			AVC R&E	1. New operational units approved and physical relocation of all affected staff achieved.
				2. Budget approval secured and staff appointed
				3. Commercial and Business Development Manager delivers agreed revenue targets
					Q1
					
					Q1
					
					Q1 Q2
					Q3 Q4

3	3.1.2 3.1.5	*Key Initiative :* Establish a new quality assurance framework to underpin researcher development and support Higher Research Degree (HRD) community *Expected Outcome*: improved measures for HRD completions, reduced percentage of candidates with major emendations and fewer grievances.	AVC R&E	1. Consultation completed 2. Approval through academic governance structures 3. Budget approval secured for development of online resources.	Q1 Q3 Q3

4	3.1.1 3.1.4	*Key Initiative*: Review emerging unit plans for supporting and managing research to ensure they include, (i) relevant measures and targets for performance, (ii) an articulation of agreed research specialisations which support the University's overarching research themes; (iii) plans for appropriate researcher development, and (iv) narratives and methods for focusing resources and investment to support these objectives. *Expected Outcome:* College and Unit Research Strategies which engage with agenda for research excellence and align fully with 2012-2014 Research Strategy	AVC R&E	Review of all unit plans, feedback and revision as required. Approval of performance measures and targets. New method for allocation of research support funds (PBRF, MURF) agreed for implementation in 2014 (refer R&S initiative 5 also)	Q1 Q2 Q4
5	3.1.4	*Key Initiative*: Evolve plans for investing in areas where Massey can exemplar the necessary standards of research excellence and/or sustainable critical mass. *Expected Outcome:* Evidence of more targeted investment of resources in research	AVC R&E	Re-profiling of Massey Scholarships for higher research degrees Use of MURF targeted to delivering key outcomes of research strategy Allocation model for 2012 PBRF income reflects investment in excellence.	Q1 Q4 Q4
6	3.1.1	*Key Initiative*: Draft, consult and seek approval for international research strategy *Expected outcome:* International Research Strategy to balance the current internationalisation strategy underpinning teaching and learning so that 2020 goal to be a 'connected 'institution is further advanced.	AVC R&E	Consultation completed March 2013 Approval through academic governance structures by July 2013	Q1 Q3

7	3.1.4	*Key Initiative* Develop business cases for a number of new research centres or related entities created in support of Massey University interests in : 1. Indigenous Peoples' Leadership Research 2. Social Development and Economic Transformation relevant to new migrant interests 3. Building capability in Advanced Design Research 4. Food Security 5. Centre for Governance/Public Sector Reform 6. Centre for Māori Social Research 7. Centre for Educational Policy Analysis 8. Complex Systems *Expected outcomes:* Increase Massey's contribution in a key area of Māori and indigenous development, and also to Pasifika Community development. Become positioned to move into emerging area of scientific research. New horizon research platform and new partnerships e.g. Max Planck	AVC M&P, PVC CoHSS, PVC CoB	Progress reported with development of key partnerships and underpinning business cases for the emergent research centres which promote Massey research pedigree and provide launch pad for delivering 2012-2014 Research Strategy and the development of research leadership capacity in key areas of strength (progress update).	Q1 Q2 Q3 Q4
				Partnerships appraised and developed for underpinning of business case for consideration and approval of a Centre for Indigenous Peoples' Leadership Research and Centre for Māori Social Research (progress update)	Q2 Q3 Q4
				Draft completed outlining the business case and funding secured for the development of a research Centre for Social Development and Economic Transformation, Centre for Governance/Public Sector Reform, Centre for Māori Social Research, and Centre for Educational Policy Analysis - including 3-5 years operation (progress update)	Q3
				Business cases developed and approved for three emergent research centres supporting Advanced Design, Food Security and Complex Systems Research with implementation plans linked to 2014 budget round where new investment is required	Q3

8	3.1.1	*Key Initiative:* Profiling the best of Massey's research to our stakeholders by the following initiatives: 1. Implementation of the research communications strategy in the lead up to PBRF announcement in April 13 2. Incorporation of research message into 'engine of the new NZ" stories in both paid and unpaid media. *Expected Outcome:* Our stakeholders are aware of Massey's areas of strength in research	AVC ER AVC R&E	1. Research communications strategy implemented 2. Research messages incorporated	Q1 Q2 Q1 Q2 Q3 Q4
9	3.1.3 3.1.7 3.4.1 3.4.2 3.4.4	*Key Initiative:* Identify areas of current and potential specialisation in the College, and to maximise their impact on all levels of academic activity. *Expected Outcome:* The College will identify and develop teams and centres which can respond to the significant challenges which face New Zealand and the world.	PVC CoHSS	The development of teams/centres that address the 2020 goals concerning Responsibility are identified and supported. Research audit conducted to identify and strengthen platforms.	Q4 Q2
10	3.1.2 3.1.4 3.1.6 3.1.8	*Key Initiative:* Join up environmental health and also Māori and Indigenous health within the new College of Health *Expected Outcome:* Develop national and international profile as centre of excellence in environmental health. Grow depth and breadth of Indigenous health to extent that can be more competitive for national and international funding and linked to proposed Centre for Indigenous leadership.	PVC CoH	Stocktake completed and strategy agreed in environmental health Stocktake completed and strategy agreed in Māori and indigenous health International opportunities for indigenous research partnerships explored with potential funding opportunities also identified – linked to 3.1.4 (1) and (2).	Q3 Q3 Q2 Q4

11	3.1.1 3.1.5 3.1.8	*Key Initiative:* Increase prestigious external research income and diversify funding sources by improving bid quality and targeted research bidding with focus on innovative new researcher engagements, and targeted support for career researcher with relevant potential *Expected Outcome:* Increase in Marsden Grants in 2014/2015, increase in diversity of funding and 4 externally funded career Fellowships by 2015	AVC R&E	Increase in number of Expressions of Interest to Marsden First Round 2014, MBIE or other relevant programmes.	Q1
				Increase in overall number of bids made by staff from across Colleges in 2014.	Q4
				Increase in range of funding opportunities pursued.	Q4
				Work across CoRES to prepare for rebidding 2013/2014 (progress update)	Q4
				Engages in bidding to National Science Challenge	Q4
				Increased number of awards achieved	Q4
12	3.1.1	*Key Initiative*: Develop a limited number of signature platforms of research excellence characterised by a concentration of high impact research indicators *Expected Outcome*: College reputation in signature platforms is recognised leading to research income and involvement in solving important social and business issues in NZ.	PVC CoB	Signature Platforms agreed	Q4
13	3.1.2	*Key Initiative:* Identify and target key international league tables in the creative arts and best practice international models for demonstrating impact and uptake for our disciplines *Expected Outcome: Use aggregated data to target key research partners and progress plans to move CoCA to place in top 10 in key international league tables or metrics around research*	PVC CoCA	Key international league tables in the creative arts and best practice international models for demonstrating impact and uptake for our disciplines identified and targeted	Q2
				Identify and develop key strategic alliances with complementary research institutes and progress initial partnerships discussions.	Q3 Q4

14	3.1.2	*Key Initiative*: Reposition the College Research Committee as a strategic advisory committee chaired by the APVC (Research) *Expected Outcome*: High impact research is produced that enhances Massey's reputation and increases research revenue.	PVC CoB	Progress Report provided on College Research KPI's	Q4
15	All R&S 3.2.4	*Key Initiative:* Develop an Integrated Academic Career Development Programme (Early Career) *Expected Outcome:* Greater clarity around the nature of academic work and increased sense of support and direction for building a successful, long-term academic career on all dimensions.	AVC P&OD (AVC A&I, AVC R&E)	Programme scope and structure defined and agreed. Programme content and contributors developed and set.	Q2 Q4
16	3.1.7 3.1.8	*Key Initiative:* Advance 'research leadership' debates around academic scholarship at Massey and the research /teaching interfaces *Expected outcomes*: Models for defining the 21st academic which clarify and enhance our modes of support for research, teaching and other related strategic activities.	AVC R&E	Framing agenda developed of 'research leadership' at MU Framing agenda implemented Outline of research/teaching interfaces at Massey agreed	Q1 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
17	3.1.8	*Key Initiative:* Initiate an institutional dialogue around *research/researcher integrity* to better align Massey with international standards. *Expected outcome:* Approval of a new framework for research and researchers based on principles of Integrity.	AVC R&E	Agreement of principles for developing framework which is compliant with NZ and wider international standards	Q4

18	3.1.6	*Key Initiative:* Develop the Massey Enterprise Strategy *Expected Outcome*: (Increase in engagements with external business partners. diversification and increase in contract and trading income, increase in funded studentships/scholarships at UG and PG level.	AVC R&E	Progress reports on Implementation of Enterprise Strategy agreed at SLT December 2012. Business Development Manager and Commercial Business Manager Appointed. 'Enterprise' team working across agreed regional hubs (Manawatu, Wellington, Albany, Hawkes Bay. Taranaki)	Q2 Q4 Q1 Q3
19	3.1.7	*Key Initiative:* Progress the academic discussion on research-led teaching/teaching research nexus: Defining the academic role (+ Teaching and Learning) *Expected outcome:* Clearer connection between research and teaching capability of Massey, linkage of research and teaching expressed in curriculum content, teaching and learning objectives and Massey graduate identity.	AVC R&E AVC A&I all PVCs AVC P&OD	Paper on academic scholarship at Massey delivered to Academic Board April 2013. Statement of academic of 21st century integrated into academic workload planning, promotions guidelines etc. Dimensions of Research/Teaching nexus is revisited for VC symposium 2013.	Q2 Q3 Q4

Performance Measures : Research and Scholarship

	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
External Research Income ($m)						
Vote RS & T	$23	$21	$22	$22	$24	$27
Other Government	$35	$29	$29	$29	$29	$29
Non-Government	$21	$23	$23	$24	$27	$29
Total	$79	$73	$74	$75	$80	$85

	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
PBRF External Research Income ($m)	$56	$54	$55	$55	$58	$61
Research Degree Completions (Number of)						
All Students	354	334	343	360	345	360
International students	36	44	36	40	40	45
Māori students	32	40	22	25	25	30
Pasifika students	3	2	11	11	12	15
Commercialisation						
New Disclosures (Number of)	26	30	35	40	40	40
Licenses/Commercialisation Deals Executed (Number of)	3	3	7	8	8	10
Licensing Revenue ($000s)	$389	$415	$450	$450	$500	$500
Postgraduate students						
Student participation by equivalent full-time students (EFTS) as a % of total EFTS						
Postgraduate taught[4]	13%	12%	13%	13%	13%	13%
Postgraduate research[5]	8%	8%	8%	8%	8%	8%
Successful Course Completion [6] (%)						
Postgraduate students	86%	86%	86%	85–87%	85–87%	86–88%
Research Outputs (Number of)[7]	1,440	1,433	1,450	Increase by 5%	Increase by 5%	Increase by 5%
Overall Student Satisfaction with educational experience (%) – postgraduate students[8]	New Measure	New measure	New measure	80-82%	80-82%	80-82%

---

[4] Postgraduate Taught: Paper enrolments in papers at Funding Category Level 3 as defined by the TEC.

[5] Postgraduate Research: Paper enrolments in papers at Funding Category Levels 4 and 5 as defined by the TEC.

[6] Successful Course Completion: SAC eligible successful course completion EFTS, as a proportion of the total SAC eligible EFTS delivered.

[7] Research Outputs: Rolling three year average of publications (includes papers published in externally reviewed journals, series or books, referred conference papers and abstracts, books and monographs, and non-text based research outputs.

[8] Student satisfaction with educational experience: New measure – data to be collected

Big Goal: Teaching and Learning

"We will ensure an exceptional and distinctive learning experience at Massey for all students"

Associated Goals:

3.2.1   Build on our reputation for providing applied, real-world learning opportunities

3.2.2   Exploit the opportunities that new digital media offer for leaners and extend our capabilities and expertise in blended and distance education in New Zealand and offshore

3.2.3   Strengthen the core disciplines and curricula that connect with our research

3.2.4   Provide our staff with professional development opportunities through the National Centre for Teaching and Learning and affiliated campus-based centres, working in close partnership with Massey's People and Organisational Development team

3.2.5   Support innovative curriculum design that has a whole-of-programme focus on curriculum, teaching and assessment, and student engagement

3.2.6   Build high levels of student success, retention and progression to postgraduate study

3.2.7   Offer students continued opportunities to contribute to academic decision-making

3.2.8   Strengthen our learning support and pastoral care services to students

3.2.9   Ensure user-friendly administrative services that help current and prospective students to make informed academic decisions

3.2.10 Strengthen our careers advice and employment preparation services for all students on all campuses, including our distance campus, and improve our knowledge of graduate employment outcomes

3.2.11 Ensure that we are well positioned to meet the educational needs of New Zealanders, build our international student community and grow our school leaver, Māori and Pasifika student base

3.2 Key Initiatives for 2013

	2020 Objective Reference	Key Initiatives and Expected Outcomes	Primary Owner (SLT Manager)	Milestone Detail	Milestone Date
1	3.2.3	*Key Initiative:* Further develop the Academic Scholarship Framework by the following initiatives: 1. Approved Framework embedded in programme and paper design and review templates 2. Professional development provision and recruitment 3. Promotion and workload policies *Expected Outcome:,* To articulate, recognise, and award all aspects of academic scholarship at Massey	AVC A&I	1. Progress update 2. Progress update 3. Progress update	Q1, Q2, Q3, Q4 Q1, Q2, Q3, Q4 Q1, Q2, Q3, Q4
2	3.2.2	*Key Initiative:* Implementation of the Digital Teaching and Learning Strategy *Expected Outcome:* Targets and goals achieved to support and enhance Massey's status as a leading international provider.	AVC A&I	Progress update	Q1, Q2, Q3, Q4
3	3.2.6 3.2.8	*Key Initiative:* Implementation of the Student Success Strategy *Expected Outcome:* Enhanced retention of successful students	AVC A&I	Half yearly report	Q2, Q4

4	3.2.11	*Key Initiative:* Continue the implementation of the Internationalisation Strategy which includes 　1.　Actioning initiatives to achieved targets specified in the International Strategy 　2.　Investigate the support needs of a student cohort accepted under an articulation agreement with Help University (Malaysia) and establish appropriate mechanisms for meeting students' needs during the Massey phase of their studies. *Expected Outcome:* To position Massey University internationally as a contemporary 21st century university, and New Zealand's Defining University, over the next five years. Appropriate support in place for cohorts.	AVC A&I (PVC CoHSS)	1.　Internationalisation Strategy targets achieved on all measures (progress update) 2.　A. Assessment of academic support needs completed and ways of addressing needs operationalised in time for the beginning of the academic year. 　B. Evaluation completed of the strategies developed (to be undertaken at the end of their first semester of study).	Q1, Q2, Q3, Q4 Q2 Q2
5	3.2.1	*Key Initiative:* College of Health becomes successfully established and operational in 2013 *Expected Outcome:* The College will lead New Zealand in bringing together specialists from fields ranging from food and nutrition, sport and exercise, rehabilitation, nursing, Māori and Pasifika health, public health, social work, health and safety; as well as those researching the social and economic factors that underpin health and wellbeing	AVC A&I	Half yearly update	Q2, Q4
6	3.2.1	*Key Initiative:* Institute of Education becomes successfully established and operational in 2013 *Expected Outcome:* A distinctive signature of the Institute will be the potential for a strong suite of research-led advanced professional learning and development programmes, relevant for the needs of New Zealand and international communities, taught by research-active experts who have a commitment to leading edge course content	PVC CoHSS	Half yearly update	Q2 Q4

7	3.2.1	*Key Initiative:* Implement the College of Sciences proposal for change *Expected Outcome*: To align the College of Sciences structure with the University strategy moving forward to 2020	PVC CoS	Half yearly update	Q2 Q4

8	3.2.2
	3.2.5
	3.2.1
		Key Initiative: Advance accreditation within the College of Business via the following initiatives;
		    1. Prepare for AACSB re-accreditation in 2015
		    2. Submit Standards Alignment Plan for Initial Accreditation of Accounting in 2013.
		    3. Evaluate feasibility of EQUIS/EPAS and ACEJMC accreditations
		
		Expected Outcome: International accreditations will enhance the reputation of the College. Academic standing and quality continues to improve
			PVC CoB	1. Finalise scope and selection of Peer Review Team
				
				2. Standards Alignment Plan submitted
				
				3. Feasibility reported provided
					Q4
					
					Q2
					
					Q2

9	3.2.5	*Key Initiative:* Advance Campus Academic Profiles *Expected Outcome:* agreed platforms and specialisations and new areas considered and developed through Colleges	AVC A&I	Progress update	Q1, Q2, Q3

10	3.2.1	*Key Initiative:* Consolidate University-wide short course provision through PaCE by the following initiatives:
		    1. Revised PaCE Business Model agreed and implemented
		    2. Operations including flexible staffing capability expanded
		
		Expected Outcome: Consolidation of University-wide short course provision through PaCE
			AVC A&I	1. Progress update
				
				2. Progress update
					Q2, Q3
					
					Q1, Q2

11	3.2.4	*Key Initiative:* Review and Renewal of Academic Staff Development *Expected Outcome:* enhanced outcomes in innovative and effective approaches to teaching	AVC A&I	Progress update	Q1, Q2, Q3
12	3.2.8 3.2.9 3.2.10	*Key Initiative:* Implementation of Student Administration Alignment *Expected Outcomes:* Improved academic advice and administrative support, more informed course choice, Fees and Financial Support areas fully operational and achieving targets set in area plans. Single source of programme information.	AVC A&I	Progress update. Programme manuals developed for all programmes (progress update)	Q1, Q2, Q3 Q1, Q2, Q3
13	3.2.5	*Key initiative:* Review of Trimester/Summer School *Expected outcomes:* Enhanced summer school programme and potential introduction of a trimester model	AVC A&I	Progress update	Q2, Q4
14	3.2.11	*Key initiative:* Enhance Strategic Enrolment Management capability by aligning enrolment with the TES *Expected outcomes:* The ability to monitor and address trends to ensure greater predictability and financial certainty.	AVC A&I	Progress update	Q1, Q2, Q3, Q4
15	3.2.9 3.6.6	*Key initiative:* Commercial Student Management System implementation *Expected outcomes:* Long-term improved student administration capability and effectiveness.	AVC A&I	On target to meet agreed key milestones (progress report)	Q1, Q2, Q3, Q4

16	3.2.1	*Key initiative:* Advise and assist Colleges to develop Māori and Pasifika achievement Plans *Expected outcomes:* Develop comprehensive College approaches to Māori and Pasifika academic development relevant to Māori and Pasifika communities, students and staff aspirations	AVC M&P	Assist at least two Colleges to develop Māori and Pasifika achievement plans (progress update)	Q2 Q4
17	3.2.6	*Key Initiative:* Increase transition pathways for Māori students with other institutions and Massey *Expected outcomes* Increase educational pathways for Māori in collaboration with other institutions.	AVC M&P AVC A&I	Articulation agreements developed with at least two institutions, , with a focus on Māori students' transition pathways by December (progress update)	Q2 Q4
18	3.2.6	*Key Initiative:* Monitor implementation of any changes agreed to processes associated with admission to, progression within, and completion of Masters programmes with a research component. *Expected Outcome:* Early assessment of whether agreed changes are having desired effects	PVC CoHSS	Data against benchmarks reanalysed Report prepared for College Executive	Q4 Q4
19	3.2.9 3.2.6	*Key initiative:* Investigate whether a College-wide Graduate School would enhance performance and outcomes *Expected Outcome:* Information available for College to make a decision about whether to establish a Graduate School.	PVC CoHSS	Institute of Education example and others examined for appropriateness Report to PVC provided	Q2 Q3
20	3.2.2	*Key Initiative:* Develop HSS Teaching & Learning Strategy: blended learning at HSS. *Expected Outcome:* Conceptualise blended learning in CHSS; increase e-learning capabilities	PVC CoHSS	Survey completed of blended learning in CHSS. Best practice guidelines articulated.	Q2 Q3

21	3.2.3	*Key Initiative:* Secure a SIF proposal to develop online public health training for Pacific countries called: 'Quality Professional Development of Public Health Training and Research Opportunities in NZ and in the Pacific: A Programme of Online Short Courses' *Expected Outcome:* Short courses offered in high needs areas	PVC, CoH	Short courses offered in Pacific countries Credibility developed with support from Pacific countries for further countries Possible collaboration with USP (Fiji)	Q3 Q3 Q3
22	3.2.2	*Key Initiative:* Build Distance Education and Learning Futures Alliance (DELFA) work and profile *Key Outcome:* The Distance Education and Learning Futures Alliance (DELFA) aims to build capacity and a network of leaders who are at the forefront of new innovations in teaching and learning in tertiary education	AVC A&I	Progress update	Q2 Q4

Performance Measures : Teaching and Learning

Educational Performance	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Educational Performance						
Student Participation[9]						
Student participation by equivalent full-time students (EFTS) as a % of total EFTS						
Domestic students under 25	53.6%	54.3%	52.9%	53.0%	53.1%	53.2%
Domestic students 25 and above	46.4%	45.7%	47.1%	47.0%	46.9%	46.8%
Albany Campus	20.5%	19.4%	19.4%	19.9%	20.2%	20.4%
Student Retention[10] (%)						
All students	70%	68%	68%	68–69%	68–70%	69–71%
Domestic students	69%	67%	73%	73–74%	73–74%	74–75%
Domestic students under 25	78%	76%	76%	76–77%	76–78%	77–79%
Domestic students 25 and over	64%	62%	62%	62–63%	63–64%	63–65%
Successful Course Completion[11] (%)						
All students[12]	78%	79%	81%	81–82%	81–83%	82–84%
Domestic students	78%	78%	80%	80–81%	81–82%	81–83%
Domestic students under 25	80%	80%	82%	82–83%	82–84%	83–85%
Domestic students 25 and over	76%	76%	79%	79–80%	80–81%	80–82%
Distance students	69%	70%	72%	72–73%	72–74%	73–75%
Internal students	83%	83%	84%	84–85%	84–85%	84–85%
Qualification Completion[13] (%)						
Domestic students	57%	48%	47%	47–50%	47–52%	50–55%
Domestic students under 25	54%	47%	45%	45–50%	47–52%	50–55%
Domestic students 25 and over	61%	50%	52%	50–55%	50–55%	50–55%
Student Progression[14] (%)	13%	12%	13%	13–14%	13–14%	13–15%

---

[9] Student Participation: SAC Eligible EFTS only as defined by the TEC

[10] Student Retention: The proportion of SAC eligible students in a year who either re-enrol in the next year or complete a qualification.

[11] Successful Course Completion: SAC eligible successful course completion EFTS, as a proportion of the total SAC eligible EFTS delivered.

[12] Successful Course Completion: Includes all students, i.e. SAC eligible and International Full Fee students

[13] Qualification Completions: Qualifications completed by SAC eligible students, weighted by the EFTS value of the qualification, as a proportion of total SAC eligible EFTS enrolled in qualifications.

[14] Student Progression: Progression to higher levels of study in the tertiary sector by SAC eligible students (by students at qualification levels 1–4).

STEM Qualifications	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Student participation in STEM[15]qualifications by equivalent full-time students (EFTS)						
Domestic Students	5,801	5,786	5,828	5,874	5,941	5,964
International Full Fee students	551	617	622	626	634	636
Māori Students	405	413	416	419	424	426
Pasifika Students	121	117	118	119	120	121
Successful Course Completion (%) in STEM qualifications						
Domestic Students[16]	80%	84%	84%	84–85%	84–86%	85–87%
International Full Fee students[17]	84%	83%	83%	83–84%	83–85%	84–86%
Māori Students[18]	69%	74%	74%	74–75%	74–76%	75–77%
Pasifika Students[19]	57%	60%	62%	62–64%	63–65%	64-68%
Short courses in STEM subjects (Number of)						
Offerings	N/A	12	13	16	18	24
Enrolments	N/A	140	169	208	270	360
Students eligible to graduate with STEM qualifications (Number of)	908	990	990	1,000	1,020	1,040
Domestic Students	802	925	925	934	953	972
International Full Fee students	106	59	59	60	61	62
Māori Students	18	28	28	29	30	35
Pasifika Students	6	6	6	6	7	10

---

[15] STEM (Science, Technology, Engineering and Mathematics) – Course Classifications 11, 13, 18 as defined by the TEC.

[16] Successful Course Completions: SAC eligible successful course completions EFTS, as a proportion of the total SAC eligible EFTS delivered

[17] Successful Course Completion: International Full Fee successful course completion EFTS, as a proportion of total International Full Fee EFTS delivered

[18] Successful Course Completion: Maori students successful course completion EFTS, as a proportion of total Maori EFTS delivered

[19] Successful Course Completion: Pasifika students successful course completion EFTS, as a proportion of total Pasifika EFTS delivered

Māori and Pasifika	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Student Participation [20]						
Student participation by equivalent full-time students (EFTS) as a % of total EFTS						
Māori	10.8%	10.7%	11.0%	11–12%	12–13%	13–15%
Pasifika	3.3%	3.4%	3.3%	3.5–4%	3.8–5%	4.4–7%
Student participation by headcount as % of total headcount						
Māori	10.7%	10.7%	11.1%	11.5–12%	12–13%	13–15%
Pasifika	3.1%	3.4%	3.3%	3.5–4%	3.8–5%	4.5–7%
Student commencements[21] by headcount as a % of domestic students commencements						
Māori	11.3%	11.5%	13.3%	13.5–14%	14–15%	15–17%
Pasifika	4.1%	4.8%	5.1%	5.5–6%	6–7%	6.5–8.5%
% increase/ (decrease) in School Leavers by headcount						
Māori	−3.0%	9.6%	13.4%	5.3%	4.6%	5.1%
Pasifika	20.8%	0.0%	3.1%	5.0%	6.7%	7.9%
Postgraduate[22] enrolments by equivalent full-time students (EFTS) as a % of total postgraduate EFTS.						
Māori	18.2%	18.0%	18.0%	18–20%	20–22%	22–25%
Pasifika	17.2%	16.6%	15.7%	16.5–18%	18–20%	21–23%
Student Retention[23] (%)						
All students	70.0%	68.0%	68.0%	68–69%	68–70%	69–71%
Māori	62.0%	61.0%	62.0%	62–63%	63–65%	64–67%
Pasifika	55.0%	56.0%	57.0%	57–58%	58–60%	60–65%

[20] Student Participation: SAC Eligible EFTS only as defined by the TEC
[21] Student commencements: Students new to study at Massey University.
[22] Postgraduate enrolments: SAC eligible paper enrolments at Funding Category Levels 3-4 as defined by the TEC.
[23] Student Retention: The proportion of SAC eligible students in a year who either re-enrol in the next year or complete a qualification.

Māori and Pasifika (cont.)	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Successful Course Completion[24] (%)						
All students	78.0%	79.0%	81.0%	81–82%	81–83%	82–84%
Māori	67.0%	67.0%	69.0%	70–73%	72–76%	75–79%
Pasifika	52.0%	54.0%	55.0%	56–60%	58–64%	62–68%
Qualification Completion[25]						
All Domestic students	57.0%	48.0%	47.0%	47–50%	47–52%	50–55%
Māori	43.0%	38.0%	47.0%	47–50%	47–52%	50–55%
Pasifika	28.0%	24.0%	24.0%	24–30%	26–32%	30–35%

Pathways and transitions	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
PaCE[26] mediated bridging programmes (Number of)	N/A	2	2	4	5	6
Students (Number of) who transition to Massey from a pathway provider in New Zealand	N/A	10	23	50	80	100
% increase/ decrease in School leavers by headcount	-2.4%	-7.0%	3.0%	2.0%	2.4%	1.1%

Graduate Outcomes	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Progression to employment (%)[27]	New measure	New measure	82%	80-85%	TBA	TBA
Engaged in further study (%)	New measure	New measure	9%	8-10%	TBA	TBA

---

[24] Successful Course Completion: SAC eligible successful course completion EFTS, as a proportion of the total SAC eligible EFTS Delivered.

[25] Qualification Completions: Qualifications completed by SAC eligible students, weighted by the EFTS value of the qualification, as a proportion of total SAC eligible EFTS enrolled in qualifications.

[26] PaCE: Massey University Centre for Professional and Continuing Education

[27] Graduate Outcomes – progression to employment : New measure – data to be collected from 2012 Graduate Destination Survey

International Education	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Student participation						
Student participation by equivalent full-time students (EFTS) as a % of total EFTS						
International Full Fee[28]	9.4%	10.5%	11.3%	12–13%	13–14%	13.5–16%
All International students[29]	11.7%	13.2%	14.1%	15–16%	16–17%	17–20%
Student participation by headcount as a% of total EFTS						
International Full Fee	8.5%	9.9%	10.6%	11.2–12%	11.9–13%	12.5–15%
All International students	10.0%	11.6%	12.4%	13.1–14%	14–15%	15–18%
Student Commencements[30] by headcount as % of total students commencements						
All International students	15.0%	19.8%	18.3%	20.4–21%	22.8–25%	24.7–27%
Successful Course Completion[31](%)						
International Full-Fee students	79%	81%	82%	81–83%	81–83%	82–84%
Active International Partnerships[32] (Number of)	182	192	208	224	240	256

---

[28] International Full Fee: Students that pay full international fees.

[29] All International Students: Students that pay full international fees and subsidised and international students, e.g. Foreign wholly research students.

[30] Student Commencements: Students new to study at Massey University.

[31] Successful Courses Completions: International Full Fee successful course completions EFTS, as a proportion of the total international Full Fee EFTS delivered.

[32] Active International Partnerships: Only those partnerships where Massey University is the first party (the lead contractor) to the programme/contract.

3.3 Big Goal: Connections

"We will strengthen our connections with local, national, and international partners and stakeholders to gain mutually beneficial outcomes"

Associated Goals:

3.3.1 Ensure that our communications reach and engage stakeholders and other relevant audiences, demonstrating the value that Massey's extensive connections confer, nationally and internationally

3.3.2 Continue to develop the 'one university' brand that positions Massey as the defining university of New Zealand, while demonstrating the unique characteristics and qualities of each part of the institution

3.3.3 Ensure that we integrate all our external activities, enabling consistent "messages" and facilitating the development and strengthening of relationships with key partners, stakeholder groups and collaborators. This will include refocusing events and sponsorship agreements to support our signature brand messages

3.3.4 Communicate and engage with our alumni and key stakeholders in ways that embrace the full and effective use of social media and other new media tools

3.3.5 Establish Massey as the university of first choice for all potential students, especially school leavers, in each of its campus regions

Key Initiatives for 2013

	2020 Objective Reference	Key Initiatives and Expected Outcomes	Primary Owner (SLT Manager)	Milestone Detail	Milestone Date
1	3.3.1	*Key Initiative:* Improve University engagement with stakeholders by the following initiatives: 1. Identify and manage the top Stakeholders 2. Develop events & engagement strategy for Stakeholders 3. Develop a plan for Stakeholder engagement to support and include Regional & Asian communities *4.* Implement stakeholder plan *Expected Outcome:* More targeted and coordinated engagement between Stakeholders & the Senior Leadership Team	AVC ER	1. Top stakeholders identified and managed 2. Events and engagement strategy developed for stakeholders 3. Stakeholder engagement plan developed 4. Stakeholder plan implemented	Q2 Q4 Q2 Q4 Q2 Q4 Q4
2	3.3.5 3.3.1 3.3.2 3.2.11	*Key Initiative:* Develop and/or implement the following External Relations Plans: 1. Develop and implement an External Relations (ER) plan for Pasifika students 2. Implement External Relations (ER) plan for Māori students 3. Develop and implement an ER plan for Wellington *Expected Outcome:* Increased profile and enrolments from these target groups	AVC ER (AVC M&P)	1. ER plan for Pasifika developed and implemented (progress update against ER plan) 2. ER plan for Māori students implemented (progress update against ER plan) 3. ER plan for Wellington developed and implemented (progress update against ER plan)	Q2 Q4 Q2 Q4 Q2 Q4

| 3 | 3.3.2 | *Key Initiative:* Consistency of brand and key messaging across external communication achieved by the following initiatives
1. Integrate brand and key messages into all media activity
2. Achieve positive media coverage of Massey reflecting our brand values
3. Staff received regular updates about ER activities, including publications, marketing campaigns external communications, and events

Expected Outcome: All external and internal communications and collateral are consistent with our brand and key messages | AVC ER | 1. Brand and key messages integrated into all activity including:
• Press releases
• Publications
• Website
• Events and social media

2. Positive media coverage of Massey achieved with more than 50 proactively pitched media results per quarter on message.

3. Regular updates provided through People@Massey newsletters | Q1,Q2, Q3, Q4

Q1,Q2, Q3, Q4

Q2, Q4 |
| 4 | 3.3.4 | *Key Initiative:* Implement an Internal Communications strategy to ensure all Massey staff are advocates of the university which includes the following initiatives:
1. SLT engagement with staff on all three campuses.
2. Deliver a weekly electronic newsletter to staff and to measure its effectiveness
3. Develop further initiatives to increase effective internal communication.
4. Develop intranet and use interim intranet as internal communication tool Interim Intranet developed and 20% of staff using interim intranet

Expected Outcome: Massey staff are advocates of the university, and to foster open communication amongst staff | AVC ER | 1. Events completed on each campus by year end (progress update)

2. Electronic newsletter delivered weekly and electronic survey to be conducted to measure effectiveness (progress update)

3. Initiatives developed (progress update)

4. Progress update against plan | Q2, Q4

Q2, Q4

Q2, Q4

Q2, Q4 |

5	3.3.4	*Key Initiative:* Further develop our website into a dynamic communication tool that regularly engages stakeholders by the following initiatives 1. Drive people to the enrolment section via marketing initiatives and web redesign. 2. Drive research partners to contact form through redesign of website 3. Monitor and report on website usage statistics to identify patterns and areas of improvement 4. Improve the University's website in the area of content and functionality to enhance the end-user experience 5. Develop a plan that adds context to target content to users 6. Assess, consolidate, and train current Massey staff currently inputting content onto the website. Goal to train 50 key web staff 7. Report (to SLT) on overall website performance *Expected Outcome:* All External Relations activity should drive stakeholders to MU website	AVC ER	1. Progress update	Q2, Q4
				2. Progress update	Q2, Q4
				3. Website usage monitored and reported on (progress update	Q2, Q4
				4. University website content and functionality improved (progress update)	Q2, Q4
				5. Plan developed (progress update)	Q2, Q4
				6. Massey staff assessed, consolidated and trained on inputting content on the web (progress update)	Q3
				7. Report to SLT completed	Q3
6	3.3.5	*Key Initiative:* Increase awareness of Massey in Hawkes Bay, Taranaki, and Northland by increasing media profile, enrolments, and engagements *Expected Outcome:* Increased awareness in Massey and enrolments from these regions in order to be considered the local University of choice in these regions *Note: This will be measured through unpaid media, number of engagements, enrolments, and media targets.*	AVC ER	Progress update	Q2, Q4

7	3.3.5
	3.2.5
	3.2.11
		Key Initiative: Increase enrolments in key target markets (new distance learners, on the Albany campus, and under 25's) by the following initiatives:
		  1. Implement media strategy
		  2. Implement Mature market strategy
		  3. Implement School recruitment strategy
		  4. Tailor social media activity to each target market
		  5. Implement contact engagement strategy
		  6. Delivering an annual national youth event
		  7. Complete end of year review of initiative
		
		Expected Outcome: By the end of 2013, increase new distance learners by 5%, Increase enrolments at Albany by 8 % and stop the increase shown in 2012 drop-off rates, and increase under 25 year enrolments by 10%
			AVC ER	1. Media strategy implemented
				
				2. Mature market strategy implemented
				
				3. School recruitment strategy implemented
				
				4. Social media activity tailored to target market (progress update)
				
				5. Contact engagement strategy implemented
				
				6. Annual National youth event delivered
				
				7. End-of-year progress update on outcome of initiative for the three target markets
					Q2 Q4
					
					Q2 Q4
					
					Q2 Q4
					
					Q2 Q4
					
					Q2 Q4
					
					Q2 Q4
					
					Q4

8	3.3.4	*Key Initiative:* Build NZ's biggest network of actively engaged Alumni by the following initiatives:
		  1. Increase Alumni database from 118,000 to 122,000 through recent graduates and by maintaining gone addresses at 30%
		  2. Engage with 2000 alumni face-to-face and 80,000 on line in 2013
		  3. Create an alumni directory
		  4. Produce a retrospective of Chaff to further drive Alumni culture
		  5. Establish College of Business Alumni Engagement team
		  6. Enhance Massey relationships with Māori alumni by holding a Massey alumni event
		
		Expected Outcome: Increase active Alumni engagement to 30% of all contactable alumni I in order to increase brand advocacy, and provide strategic opportunities and grow reputation
			AVC ER
			(PVC CoB
			AVC M&P)
				1. Progress update provided
				
				2. Update provided on alumni engagement numbers
				
				3. Alumni directory created (progress update)
				
				4. Retrospective Chaff produced
				
				5. Alumni engagement team established
				
				6. A. At least one engagement with Māori alumni per region completed
				B. Māori alumni database updated to ensure accurate alumni information (progress update)
					Q2, Q4
					
					Q2, Q4
					
					Q2, Q4
					
					Q2
					
					Q3
					
					Q4
					
					Q2 Q4

9	3.3.1	*Key Initiative* Develop and facilitate a programme of engagement with key communities of interest in relevant regions *Expected Outcome*: Four targeted engagement programmes developed and three agreed engagement programmes progressed, to build reputation and enhance strategic connections.	AVC & UR	Agreed engagement programme for Northland implemented	Q3
				Engagement programme developed for Bay of Plenty	Q3
				Engagement programme developed for Northern South Island	Q3
				Engagement programme developed for Wellington-based government agencies, embassies and organisations	Q4
				Implement agreed engagement programme for Hawkes Bay	Q4
				Implement agreed engagement programme for Taranaki	Q4
				Implement agreed engagement programme for Palmerston North and Manawatu	Q4
10	3.3.1	*Key Initiative*: Establish Māori Engagement Committee *Expected Outcome*: The College's reputation and relevance to Māori is enhanced through improved connections.	PVC CoB	Progress update on Māori Engagement Committee initiative	Q3
11	3.3.3	*Key Initiative*: Implement strategy for services to support Sport @ Massey Strategy *Expected Outcome*: Cohesive plan established for supporting high performance athletes	AVC & UR	Non-academic sport at Massey strategy approved and implemented where possible by SLT	Q3

12	3.3.1	*Key Initiative:* Extend iwi partnerships in line with the Strategic Iwi Partnerships plan. *Expected Outcome:* Strengthen sustainable relationships with Māori stakeholders	AVC M&P	Profile key Māori groups in each region that may be interested in partnering with Massey with the aim of signing at least 2 agreements in each region by December Develop a management approach for all Māori agreements with Massey to meet and exceed the expectations of the partnerships (progress update)	Q4 Q2 Q4
13	3.3.3	*Key Initiative:* Develop a coordinated approach for new migrant communities to engage with Massey, especially in Auckland and Wellington. *Expected Outcome:* Strengthen Massey's relationship with new migrant communities.	AVC M&P AVC A&I	With the International Office, plan developed for engaging and developing tertiary pathways with new migrant communities (progress update) At least 3 engagement events with new migrant communities held	Q2 Q3 Q3
14	3.3.4	*Key Initiative:* Celebrate 50 years of Veterinary Education at Massey University in 2013 *Expected Outcome:* Successful event, consolidate reputation as pre-eminent provider of veterinary education in Australasia	PVC CoS	Progress update on activities undertaken	Q2 Q4
15	3.3.5	*Key Initiative:* Develop Migrant and Refugee Outreach Project. *Expected Outcome:* Local/national collaborative engagement; transitional pathways to higher education	PVC CoHSS	Stakeholders identified. Proposal to College Board. Plans developed.	Q1 Q2 Q3
16	3.3.1	*Key initiative:* Establishment of College-University centres for research and teaching in Māori and Pacific areas. *Expected outcomes:* Māori and Pacific connections are strengthened.	PVC CoHSS	Current activity base audited. Recommendations made. Recommendations implemented.	Q1 Q2 Q3

17	3.3.5	*Key Initiative:* College profile is appropriately communicated through the redesign of the CoCA website *Expected Outcome:* Clear understanding of staff and research, and teaching and learning opportunities by relevant stakeholders	PVC CoCA	CoCA website redesigned	Q3
18	3.3.1	*Key Initiative:* Continue Massey University's role in the implementation of the Auckland Plan *Expected Outcome:* Effective contribution of Massey University to Auckland Council planning	AVC & UR	Effective contribution made to the Auckland Council planning and initiatives (progress update)	Q4

Performance Measures : Connections

Refer recruitment (student participation) targets under Enabling Excellence.

	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
University academic staff involved in community service activities (%)[33]	New measure	New measure	New measure	> 80%	> 80%	> 80%
University academic staff serving on advisory boards and committees (%)[34]	New measure	New measure	New measure	>20%	>20%	>20%

---

[33] University academic staff involved in community service activities. New measure – data to be collected from staff survey
[34] University academic staff serving on advisory boards and committees: New measure – data to be collected from staff survey

3.4 Big Goal: Responsibility

"We will enhance our reputation as New Zealand's defining university by contributing to understanding of, and innovative responses to, social, economic, cultural, and environmental issues"

Associated Goals:

3.4.1 Develop better systems to promote the capabilities and expertise of Massey University staff and students across all campuses and to wider audiences

3.4.2 Foster engagement models that support campus-wide participation in projects that contribute to framing and/or resolving the "complex problems affecting our communities and society at large"

3.4.3 Promote and value citizenship and leadership in Massey staff and students through developing our campuses and the communities they support, with which they engage and from which they benefit

3.4.4 Secure and direct resources to support projects addressing defined "grand challenges" of national and/or global significance

Key Initiatives for 2013

	2020 Objective Reference	Key Initiatives and Expected Outcomes	Primary Owner (SLT Manager)	Milestone Detail	Milestone Date
1	3.4.1	*Key Initiative:* Launch and promote new Expertise Database so that all relevant outlets (e.g. media, industry, government) are aware of 'Massey Offer' *Expected Outcome:* Metrics which show that Massey Offer is connected and valued by a range of different audiences.	AVC R&E AVC ER	Upgraded portal launched by March 2013 Progress update on revised content and target profiles	Q1 Q1 Q2 Q3 Q4
2	3.4.2	*Key Initiative:* Contribute to and implement a Programme of Sustainability *Expected Outcome:* Enhanced sustainability practices on our campuses	AVC & UR	Sustainability initiatives agreed with the University Steering Group on Sustainability	Q4

3	3.4.2	*Key Initiative:* Appoint project manager (0.5FTE) to advance sustainability framework and associated tools *Expected Outcome:* Massey establishes credible institutional brand and international reputation around sustainability leadership.	AVC R&E	Establish capability to embed and manage sustainability across core business activities (e.g. research, teaching, etc.) (progress update)	Q1 Q2 Q3 Q4
4	3.4.4	*Key Initiative:* Further progress the Heritage Project *Expected Outcome:* Project deliverables on target for 2014 celebrations and exhibition	AVC A&I	Progress update against plan	Q1, Q2, Q3, Q4
5	3.4.4	*Key Initiative:* Develop a range of models that raise awareness and encourage staff to engage, inform and contribute to wider university, social, environmental and economic challenges *Expected Outcome:* Wider collaborative research engagement by College researchers	PVC CoCA	Models developed	Q4
6	3.4.4	*Key Initiative:* Investigate the possibility of a Botanic Garden on the Turitea campus *Expected Outcome:* New facility for teaching and research	PVC CoS	Business paper prepared	Q1
7	3.4.4	*Key Initiative:* Establish Rehabilitation Aviaries in the Esplanade in partnership with the Palmerston North City Council *Expected Outcome:* New partnership with the PNCC	PVC CoS	Plan finalised Funding secured	Q2 Q4

8	3.4.4.	*Key Initiative*: Increase collaboration on research between the Joint Centre for Disaster Research (JCDR) and Ngai Tahu following agreement on a Memorandum of Understanding. *Expected Outcome*: JSDR will strengthen its partnerships with Māori to respond to the challenges of recovery from the Christchurch earthquake	PVC CoHSS	MoU signed Research collaborations established (progress update)	Q2 Q4
9	3.6.8 plus goal 4 generally	*Key Initiative:* Create and adopt HSS Teaching & Learning Strategy: Sustainability of T&L. *Expected Outcome:* T&L emergency preparedness.	PVC CoHSS	T&L Emergency Plan articulated and adopted.	Q2
10	3.4.3	*Key Initiative:* Further develop student leadership and volunteer programmes at Massey University *Expected Outcome*: Students making a valued contribution to student and community life	AVC & UR	Student leadership programmes further developed and implemented (progress update).	Q2 Q4

Performance Measures : Responsibility

Not applicable, no quantitative measures have been developed for this Big Goal.

3.5   Big Goal: Generating Income

"We will significantly increase our income and improve our financial position to allow for more investment to enable the University to achieve its goals"

Associated Goals:

3.5.1   Diversify our revenue base to generate income while reducing our exposure to risk through economic change

3.5.2   Control our costs through smart strategies, to ensure that we deliver services efficiently and effectively

3.5.3   Manage our balance sheet effectively by maximising asset performance, leveraging those assets to drive value, manage our liabilities and reducing our risks

Key Initiatives for 2013

	2020 Objective Reference	Key Initiatives and Expected Outcomes	Primary Owner (SLT Manager)	Milestone Detail	Milestone Date
1	3.5.1 3.5.2 3.5.3	*Key Initiative:* Gain approval for long-term Financial Strategy and develop a long-term financial plan *Expected Outcome:* More robust long-term Financial Planning processes for the University	AVC FSI	Long-term Financial Plan developed Long-term Financial Strategy approved	Q2 Q3

2	3.5.2	*Key Initiative:* Improve Financial Reporting at Massey University via the following initiatives:
		1. Revise the reporting framework
		2. Redesign and restructure of the Chart of Accounts
		3. Develop ETL reporting and investigate Business Intelligence Reporting (MER project link)
		4. Redesign of financial management report
		
		Expected Outcome: Financial understanding of monthly reporting improved which will enable better financial decisions to be made
			AVC FSI	1. A. Reporting Framework revised
				   B. Technology One Publisher purchased
				
				2. A. Chart of Accounts redesigned
				   B. Chart of Accounts restructured
				
				3. ETL reporting developed and Business Intelligence reporting investigated (progress update)
				
				4. Redesign completed
					Q1
					Q1
					
					Q1
					Q4
					
					Q1 Q2
					
					Q4

3	3.5.2	*Key Initiative:* Continue Procurement Strategy to ensure cost-saving initiatives *Expected Outcome:* Cost savings are achieved across the University	AVC FSI	Progress update provided	Q2 Q4
4	3.5.2	*Key Initiative:* Progress Treasury Governance and Management *Expected Outcome:* Improved returns as a result of more efficient cash management	AVC FSI	Progress update provided	Q2
5	3.5.2	*Key Initiative:* Commence costing reviews of key areas *Expected Outcome:* Evidence exists that key processes are value for money	AVC FSI	Programme of work developed Key costing studies commenced	Q2 Q3
6	3.5.1	*Key Initiative:* Implement the following remuneration initiatives to support PaCE: 1. Fully implement PaCE and other remuneration solutions to support and incentivise income generating activity. 2. Review effectiveness, costs and benefits of the PaCE Remuneration system and recommend improvements. *Expected Outcome:* More staff contributing to PaCE programmes and other revenue generating activities. Increased revenue and/or margin from PaCE and other revenue generating activities.	AVC P&OD	1. Framework, Guidelines and template documentation launched and communicated to users 2. Report to SLT	Q2 Q4
7	3.5.3	*Key Initiative:* Implement the recommended outcomes of the Emergency Management Preparedness Project *Expected Outcome:* The University is better prepared to respond to and recover from emergency events quickly and with minimal disruption	AVC & UR	Agreed University Emergency Management Project initiatives implemented (progress update) Agreed Campus Emergency Management Project initiatives implemented (progress update)	Q2 Q4 Q2 Q4

8	3.5.3	*Key Initiative:* Focus on property/asset use which will result in further expansion and/or divestment via the following initiatives:
		   1. Facilitate the transfer of Crown assets into University title
		   2. Divestment of surplus property assets
		
		Expected Outcome: Impediments to asset decision making removed, align with the Education Act 1989 s192 (5) and University tenure on land and buildings formalised. Crown property disposals enabled
			AVC FSI	1. A. Business Case and application completed
				
				    B. Assessment stages completed
				
				    C. Ministerial approval, transfer and conveyancing stages completed (progress update)
				
				2. A number of properties sold as per plan (progress update)
					Q2
					
					Q4
					
					Q4
					
					Q2 Q4

9	3.5.1	*Key Initiative:* Facilitate opportunities to develop externally funded scholarships for Māori and Pasifika students. *Expected Outcome:* An increase of 3 dedicated Māori scholarships and 3 dedicated Pasifika scholarships that are sustainable and provide pathways to undergraduate or postgraduate study	AVC (M+P) AVC (R+E)	Investigate funding avenues with the Scholarship Committee by June. Establish or extend Māori and Pasifika undergraduate or postgraduate scholarships by December.	Q2 Q4
10	3.5.1	*Key Initiative:* Apply for CoRE funding for Māori Whanau and Wellbeing in 2014 bid *Expected Outcome:* Centre of Excellence for Māori Development at Massey University	PVC CoH	Relationship formed with Nga Pae & funder Bid prepared for late 2013	Q2 Q4
11	3.5.1	*Key Initiative*: Identify and implement appropriate structure for leading the "Enterprise" theme including development of income opportunities *Expected Outcome*: Non-SAC revenue within the College of Business will increase in 2013	PVC CoB	Appropriate structure developed Income opportunities identified and implemented	Q2 Q4

| 12 | 3.5.2 3.6.2 | *Key Initiative:* Implement University Health and Safety Plan to maintain and consolidate safety systems to ensure health, safety and wellness of staff, University reputation and financial benefits with ACC safety systems accreditation and experience rating

Expected Outcome: Safety systems achieve maintenance of ACC secondary status and financial results under experience rating are maintained | AVC P&OD | External audit Report received and recommendations formulated in response to the Report

ACC Experience Rating result notified | Q1

Q3 |

Performance Measures : Generating Income[35]

	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Surplus as a percentage of income (%)	2.39%	1.75%	2.05%	1.53%	TBA	TBA
Working capital ratio (%)	141%	129%	100%	90%	TBA	TBA
Debt to debt plus equity ratio (%)	2.5	2.38	1.59%	1.52%	TBA	TBA
University risk rating	M	M	M	M	M	L

---

[35] Financial Performance Commitments: These performance commitments will be updated following the completion of the University's Budget for 2013 and 10 Year Financial Plan.

3.6 Big Goal: Enabling Excellence

"We will provide the best working and learning environment for our staff and students"

Associated Goals:

3.6.1 Continue to focus on our people's professional development, so they can excel

3.6.2 Engage with our people so they can and want to contribute their talent

3.6.3 Reward and recognise high levels of performance

3.6.4 Develop a service culture and service capabilities

3.6.5 Develop and align student life services across our campuses and among distance students within our one-university strategy, and in line with new legislation on student services and student associations

3.6.6 Continue implementing enrolment system improvements as part of our Enrolment Management Plan, including systems to improve our advice to students on qualification and enrolment planning

3.6.7 Further develop systems for engaging with the student body

3.6.8 Further develop service excellence programmes to enhance services for students

3.6.9 Improve our responsiveness to student feedback through surveys and other forms of evaluation

3.6.10 Strengthen the careers and employment advice, guidance and support we provide for all students (also T&L. 3.2.10)

3.6.11 Strengthen our pastoral care services for students

3.6.12 Strengthen the support we provide for student clubs and societies

3.6.13 Provide experiences for students that, combined with their formal learning programmes, help to make them better citizens and contributors in the workplace

3.6.14 Information Management: As data volumes and information requirements increase, so too do the challenges of information guardianship, sharing, and harvesting. Our aim is that the University will know its own business and information resources so thoroughly and immediately that it can confidently plan and react to changing business requirements

3.6.15 Collaboration and Engagement: Massey's long tradition of distance learning and teaching positions us uniquely to excel in collaboration and engagement

3.6.16 Access and Availability: As one of New Zealand's largest IT users, Massey faces a growing challenge in providing unimpeded access to research, teaching, and business systems and services

3.6.17 Targeted growth of resilient and reliable applications and infrastructure

3.6.18 Align campus services, coordinate campus operations, and prioritise our investments in buildings, facilities and infrastructure on all campuses

3.6.19 Align our campus development plans with our academic, research and enrolment strategies, and ensure the effective use of space

3.6.20 Progress capital development projects in line with our investment priorities, including those relating to health and safety

3.6.21 Ensure that the campus experience for students is a model for social cohesion, healthy lifestyles and environmental sustainability

3.6.22 Model, to the extent possible, sound social, cultural and sustainable environmental practices

Key Initiatives for 2013

	2020 Objective Reference	Key Initiatives and Expected Outcomes	Primary Owner (SLT Manager)	Milestone Detail	Milestone Date
1	3.6.1	*Key Initiative:* Implement Position Management in the Massey HR Information System. *Expected Outcome:* Robust workflow in all systems dependent on up-to-date organisational hierarchy.	AVC POD	Position control implemented and managers educated on changes.	Q4
2	3.6.1 3.6.2 3.6.4	*Key Initiative:* Conduct the following staff surveys: 1. Service Excellence – Integrated Survey of all Service-lines. 2. MU Staff Survey 3. Establish mechanisms in each College/ Service to ensure action plans are implemented and reported on. *Expected Outcome* Improved services, increased satisfaction by service users, and service improvement opportunities identified. Understanding of employee engagement, and plans in place to improve employee engagement	AVC POD ALL SLT	1. A. Service Excellence Survey construct agreed by SLT B. Service Excellence Survey conducted and report to SLT. 2. A. Survey conducted and results available B. Action plans submitted by all units C. Survey results used to inform health and safety planning process 3. A. Staff Survey implementation mechanisms are established and Plans are implemented and reported on B. Results reported to SLT	Q3 Q3 Q2 Q4 Q4 Q3
3	3.6.2 3.6.7	*Key Initiative:* Complete full "bottom-up" review of the University's long-term strategy *Expected Outcome:* University's key stakeholders are more engaged in the processes to develop plans for advancing the University's strategic direction. A more broad based ownership of the University's plan is achieved	AVC FSI	Initial planning process completed Bottom-up process completed and input for SLT Planning Day completed Input for Council Planning Day completed Draft update completed	Q1 Q2 Q3 Q4

		Key Initiative			
4	3.6.1 3.6.2 3.6.4	*Key Initiative:* Improve management and staff financial capability via the following initiatives: 1. Financial and procurement skill set development for existing managers through ongoing training 2. Review and develop best practice service models 3. Review Tech One Contract Module *Expected Outcome:* Improved understanding of financial reporting, policies, procurement and budgeting for staff, and improved service output and capability of Finance and Asset Management staff	AVC FSI	1. Training provided to existing managers (progress update) 2. a. Best practise service models (such as UNIFORM or model from Monash University) reviewed b. Best practice service model under development (progress update) 3. Tech One Contract Module reviewed	Q2 Q2 Q4 Q3
5	3.6.3	*Key Initiative:* Continue Remuneration Working Party initiative into 2013 for Services Staff pay *Expected Outcome:* Improved performance and increased equity in distribution of rewards	AVC P&OD	New Services Staff Salary grades and salary structure proposed Translation cost from old to new system reported on to AVC P&OD	Q2 Q3

6	3.6.1 3.6.2 3.6.4	*Key Initiative:* Provide the following training and development opportunities for staff: 1. Review and revise Emerging Managers programme and Manager Induction Planner resource both launched in 2012 2. Launch and deliver the Inspire Leaders Programme for senior and established managers 3. Elected Health and Safety representative training provisioned as per staff participation contract, safety legislation and council instructions. *Expected Outcome:* Improved SLT and HOD satisfaction with support for management roles, and improved manager capability. Compliant training of elected health and safety representatives	AVC POD	1. A. Report on Emerging Managers Programme and revised Programme advertised. B. Report on Manager induction planner and revised planner produced and launched. 2. A. Inspire Leaders Programme selections made B. Inspire Leaders Programme delivered and evaluations reviewed & report produced. 3. Report on Training of Elected Health and Safety representatives as at year end	Q2 Q2 Q2 Q4 Q4
7	3.6.3	*Key Initiative:* Develop and implement the HSS Teaching & Learning Strategy. *Expected Outcome:* Build and recognise academic leadership; promotion innovation, excellence; and scholarship of teaching.	PVC CoHSS	Teaching Excellence Awards held Strategy developed Strategy implemented (progress update)	Q1 Q2 Q3
8	3.6.1 All T&L	*Key Initiative* Develop a new CoCA organisational structure that reflects requirements of new academic reforms, new College goals, and new programmes *Expected Outcome:* College structure fit for purpose	PVC CoCA	New CoCA organisational structure developed	Q3
9	3.6.1	*Key Initiative:* Progress flexible staffing arrangements *Expected Outcome:* Increased ability to attract and retain key staff and to improve staff morale	AVC P&OD	Project brief documented and project assigned to Massey Women's Leadership Programme Action Learning Project for completion	Q3

		Key Initiative / Expected Outcomes	Owner	Milestone	Q
10	3.6.7 3.6.8 3.6.9	*Key Initiative:* Trial Patron Driven Acquisitions (PDA) *Expected Outcomes:* The library can then provide a more efficient and effective service to students	AVC A&I	Complete and evaluate a trial of PDA using a portion of current book allocations in the Library (progress update)	Q3
11	3.6.5 3.6.9 3.6.11	*Key Initiative* Enhance student success and experience by the following initiatives: 1. Approval of the Student Success Framework 2. Implement Student accommodation strategy to provide appropriate accommodation on or close to the campus relevant to campus needs *Expected Outcome*: Increased student satisfaction with Student Life services and campus living	AVC & UR	1. A. Student Success Framework approved by AVC A&I and AVC & UR B. Progress report on work streams as approved in plan 2. Plans for provision of student accommodation for each campus post 2013 are approved by SLT	Q1 Q4 Q1
12	3.6.10 3.2.10	*Key Initiative* Develop comprehensive collection of career development programmes and services *Expected Outcome*: Graduate employment prospects are enhanced	AVC & UR	Careers Services Strategic Plan approved by AVC A&I and AVC & University Registrar	Q3
13	3.6.12	*Key Initiative* Enhance development of clubs and societies *Expected Outcome*: Increased student participation in clubs and societies	AVC & UR	Framework for clubs and societies agreed with students' associations	Q4
14	3.6.13	*Key Initiative*: Further develop student leadership development and community service learning initiatives *Expected Outcome*: Enhanced student leadership opportunities	AVC & UR	Leadership development framework activities approved	Q3

15	3.6.14	*Key Initiative:* Implement year 2 of the 5 year plan for Massey Enterprise Reporting project *Expected Outcome:* Outcomes as stated in the Massey Enterprise Reporting project Business Case	AVC FSI	Infrastructure and processes created to support the newly built data warehouse and enterprise reporting system (progress update) A centre for excellence for reporting will be under development, to support staff in their use of the five or more subject areas delivered during the year (progress update)	Q2 Q4 Q2 Q4

16	3.6.17
	3.6.16
	3.6.15
	3.6.1
		Key Initiative: Progress IT development via the following initiatives:
		  1. Full trial of Disaster Recovery processes utilising the Albany data centre facility
		  2. Implement Comprehensive monitoring and management tools to support University ICT infrastructure against a multi-year programme of work.
		  3. Implement a broad IT skills based training program for staff and where possible students
		  4. Complete the Identity and Access management implementation, providing capability for same sign-on for all University Systems
		  5. Deliver the base Sharepoint collaboration platform with full production support structures
		
		Expected Outcome: Improved IT across campuses in terms of reliability, access and performance.
			AVC FSI	1. Audited trial result, reported to ARC
				
				2. Progress update against plan
				
				3. Progress update against plan
				
				4. Single central authenticated identity to access University systems completed, and to federate with other institutions for trusted access
				
				5. Production environment completed
					Q3
					
					Q1 Q2
					Q3 Q4
					
					Q1 Q2
					Q3 Q4
					
					Q2
					
					Q2

17	3.6.23	*Key Initiative:* Implement a Project, Programme and Portfolio framework to provide oversight and management controls for the ISSOC governance group *Expected Outcome:* Improved value management across all University ICT projects. The development of Project, Programme and Portfolio management processes, documentation, training, standards of practice and decision support processes that are well aligned with University capital planning and strategic plan delivery, is key to controlling costs, managing coherent outcome delivery, ensuring a capital plan aligned and optimised ICT spend.	AVC FSI	Progress update Initiative completed	Q2 Q4
18	3.6.19	Key Initiative: Update Asset Management Plans Expected Outcome: TEC requirements for asset management met	AVC & UR	Asset Management Plan (Maximo) project 2013 milestones achieved (progress against plan)	Q3
19	3.6.20	*Key Initiative* Progress collaborative Wellington Emergency Management Hub *Expected Outcome*: Sufficient signed lease commitments from local authorities to cover development costs	AVC & UR	Milestones agreed with external partners are achieved	Q4
20	3.6.22	*Key Initiative:* Develop campus environments and facilities for Māori and Pasifika students and staff via the following initiatives: 1. Plan for at least one Māori initiative per campus in 2013 2. Plan for at least one Pasifika initiative per campus in 2013 3. Implement the Matua Reo Kaupapa (Māori language policy) 4. Progress marae development on each campus *Expected Outcome:* Improved understanding of financial reporting, policies, procurement and budgeting for staff, and improved service output and capability of Finance and Asset Management staff	AVC M&P	1. Progress update provided 2. Progress update provided 3. Implement a new area of focus from the Māori language plan 4. Develop and implement guidelines for all Massey marae	Q2 Q4 Q2 Q4 Q2 Q3

21	3.6.18 3.6.19 3.6.20 3.6.21	*Key Initiative:* Progress campus development on all sites via the following initiatives: 1. Develop Campus and IT Asset Management Plans 2. Update Campus Development Plans 3. Progress seismic strengthening on the Wellington campus 4. Refurbish the Manawatu Campus 5. Relocate Hokowhitu onto the main site 6. Relocate School of Public Health onto the main site on Wellington Campus 7. Restore heritage buildings on Turitea site 8. Upgrade the Library Buildings on the Wellington campus 9. Progress divestment of King Street land and relocation of facilities located there 10. Open new interim Sciences facilities at Albany 11. Progress the Albany campus transport plan 12. Initiate refurbishment of the Veterinary Tower complex *Expected Outcome:* Campus facilities are enhanced to better meet the needs and aspirations of students and staff	AVC & UR	1. Implement Asset Management Plan standard and preparation (progress update)	Q2 Q4
				2. Updated Campus Development Plans are approved by SLT	Q2
				3. A. Block 4 strengthened B. Milestones achieved to strengthen earthquake prone and at risk buildings (progress update)	Q1 Q4
				4. Heritage Restoration and College of Education relocation 2013 work programme implemented (progress report)	Q2 Q4
				5. 2013 Relocation project milestones achieved	Q1 Q4
				6. Relocation completed of the School of Public Health to upgraded and seismically compliant space in Blocks 3 and 4	Q4
				7. The Sir Geoffrey Peren and Refectory Buildings are restored and reoccupied (heritage restoration project 2013 milestones achieved)	Q4
				8. Wellington Campus Library Upgrade Stage I initiated (Floor B of Block 5 integrated into the Wellington library)	Q4
				9. Plans for relocation of Ako Aotearoa, Psychology Clinic and car parking are approved by SLT	Q3
				10. Progress update	Q4
				11. Progress update	Q4
				12. Progress update	Q4

Performance Measures : Enabling Excellence

Student Satisfaction	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Overall Student Satisfaction[36] with educational experience (%)						
Distance students	81%	81%	81%	80–82%	80–84%	80–85%
Internal students	84%	84%	84%	80–85%	80–85%	80–85%
Māori students	82%	82%	82%	80–82%	80–83%	80–84%
Pasifika students	82%	82%	82%	80–82%	80–83%	80–84%
Overall Student satisfaction[37] with services and facilities						
(% of students rating services good/very good)	85%	88%	88%	85–90%	85–90%	85–90%

[36] Student satisfaction with educational experience: As measured by the Australasian Survey of Student Engagement (AUSSE)
[37] Student satisfaction with services and facilities.

Student Participation[38]	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Student Participation By Equivalent Full-Time Students (EFTS)						
Total University (EFTS)	20,119	19,519	19,850	20,281	20,802	21,131
By Funding Type:						
SAC Eligible Delivered	17,673	16,784	17,000	16,981	17,152	17,151
Funded	N/A	N/A	N/A	TBC	TBC	N/A
Unfunded	N/A	N/A	N/A	TBC	TBC	N/A
International full-fee[39]	1,886	2,050	2,250	2,500	2,750	3,000
Other (including Non SAC Eligible)	560	686	600	800	900	980
By Qualification Level:						
Undergraduate	15,998	15,448	15,800	16,120	16,533	16,786
Sub-degree level and below	715	449	475	487	499	507
Above sub-degree level	15,283	14,999	15,325	15,634	16,033	16,279
Postgraduate taught	2,574	2,433	2,500	2,555	2,621	2,663
Postgraduate research	1,547	1,639	1,550	1,605	1,648	1,682
By Mode:						
Internal	13,599	13,200	13,550	13,880	14,300	14,531
Distance	6,520	6,319	6,300	6,401	6,502	6,600
SAC Eligible Delivered (EFTS)	17,673	16,784	17,000	16,981	17,152	17,151
By Age:						
SAC eligible students under 25	9,466	9,114	9,000	9,000	9,105	9,125
SAC eligible students 25 and over	8,208	7,670	8,000	7,981	8,047	8,026

---

[38] Update will be required following TEC funding confirmation

[39] International student targets will be reviewed over the course of the planning period to align with the implementation of the University's Internationalisation Strategy.

Student Participation (cont.)	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
By Ethnicity:						
Māori	1,909	1,791	1,870	1,970	2,120	2,320
Sub-degree	57	19	13	14	15	16
Undergraduate	1,504	1,449	1,520	1,601	1,701	1,820
Postgraduate Taught	214	184	192	202	235	285
Postgraduate Research	134	139	145	153	170	200
Pasifika	526	528	565	605	760	980
Sub-degree	38	9	10	10	12	16
Undergraduate	410	436	467	497	623	757
Postgraduate Taught	46	45	48	55	80	130
Postgraduate Research	32	38	41	44	57	77
By Campus/Mode:						
Albany	3,632	3,256	3,300	3,381	3,462	3,500
Manawatu	4,972	4,911	5,090	5,040	5,070	5,068
Wellington	2,655	2,465	2,470	2,480	2,500	2,500
Internal	11,259	10,632	10,860	10,901	11,032	11,068
Distance	6,414	6,152	6,140	6,080	6,120	6,083
By STEM Course Classifications (EFTS)	6,352	6,403	6,450	6,500	6,575	6,600
SAC Eligible	5,801	5,786	5,828	5,874	5,941	5,964
International Full Fee Paying	551	617	622	626	634	636
Māori	405	413	416	419	424	426
Pasifika	121	117	118	119	120	121

Student Participation (cont.)	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Total International students (EFTS)[40]	2,360	2,578	2,800	3,125	3,430	3,750
Sub-degree	220	301	350	391	429	469
Undergraduate	1,332	1,399	1,558	1,746	1,914	2,094
Postgraduate Taught	380	399	427	475	521	570
Postgraduate Research	428	479	465	514	566	618
Student Participation By Number (Headcount)						
Total University	34,865	33,904	33,900	34,500	35,400	35,900
International	3,503	3,947	4,200	4,650	5,100	5,550
Full Fee	2,959	3,360	3,600	4,000	4,400	4,800
Subsidised	544	587	600	650	700	750
Distance	16,299	15,870	15,690	15,940	16,190	16,430
Māori	3,417	3,267	3,367	3,545	3,816	4,177
Pacific	998	1,039	998	1,068	1,341	1,727
SAC eligible students under 25	12,415	11,986	12,010	12,050	12,250	12,260
SAC eligible students 25 and over	19,491	18,558	18,290	18,450	18,750	18,840
School leavers						
All students	2,151	2,000	2,060	2,100	2,150	2,175
Māori	209	198	225	236	247	260
Pasifika	64	64	66	69	74	80
STEM Course Classifications	8,749	8,977	9,030	9,100	9,205	9,240
SAC Eligible	8,046	8,180	8,228	8,292	8,388	8,420
International Full Fee Paying	703	797	802	808	817	820
Māori	599	611	615	619	627	629
Pasifika	182	183	184	186	188	188

---

[40] Total International students (EFTS): includes all international students, i.e. subsidised (SAC-eligible) and Full Fee paying international students.

Student Participation (cont.)	2010 Actual	2011 Actual	2012 Forecast	2013 Target	2014 Target	2015 Target
Student Commencements						
All students	9,771	9,653	9,300	9,550	9,850	10,100
Domestic students[41]	8,304	7,742	7,600	7,600	7,600	7,600
Domestic students under 25	4,376	4,143	4,140	4,160	4,180	4,200
Domestic students 25 and over	3,928	3,599	3,460	3,440	3,420	3,400
International students	1,467	1,911	1,700	1,950	2,250	2,500
Māori students	939	887	1,000	1,026	1,064	1,140
Pasifika students	341	372	390	418	526	619
Distance students[42]	4,010	3,979	3,838	3,935	4,060	4,160
Internal students[134]	5,761	5,674	5,461	5,616	5,790	5,940

[41] Domestic students: only includes domestic student commencements, i.e. excludes Foreign Wholly Research students.
[42] Distance and Internal students: mode of delivery defined according to student mode i.e. primary mode of study for the student.

Section 5: Budget

The Annual Plan 2013 is a companion document to the full University budget which will be submitted to Council separately.