

MASSEY UNIVERSITY STRATEGY

2018 – 2022

KOTE KUNENGA KI PŪREHUROA
TE KAUPAPA E TŪ NGĀTAHI
AI TĀTOU HEI WAIHANGA I NGĀ
MOMO MĀTAURANGA KI TE
PAE O ANGITU. HE ARA PUTANGA
TAUIRA, HE ARA E HUA AI NGĀ
TINI KAUPAPA KI AOTEAROA PUTA
NOA I TE AO WHĀNUI. KIA TOI
TE MANA MOTUHAKE O TE
IWI MĀORI, KIA TOI TE REO MĀORI,
KIA TOI TE ORA O TE TANGATA,
TE RANGI ME TE WHENUA MĀ REIRA
E WHAKATINANA AI TE MANA O
TE TIRITI O WAITANGI.

MASSEY UNIVERSITY'S UNIQUE
POSITION AND REPUTATION IS
BASED ON:

WORLD-LEADING

pure and applied research, conducted
in partnership with industries and the
communities we serve;

CURIOS

world-ready graduates with entrepreneurial
acumen and capability, who create jobs for
others and are committed to making a better
world;

A HERITAGE

of excellence, high quality and integrity,
which ensures authentic leadership in
contemporary Aotearoa New Zealand;

ROLE-MODELLING

excellent practice as a Tiriti o Waitangi-led
institution;

A REPUTATION

for caring, and a commitment to our people
and our places.

We are inspired by our name *Te Kunenga
Ki Pūrehuroa*; from inception to infinity.
Massey is not simply defined by what we do,
but by *how* we do it.



Ō MUA

OUR PAST

MASSEY UNIVERSITY AND ITS PREDECESSORS WERE ESTABLISHED TO DELIVER POSITIVE, RESEARCH-LED AND INNOVATIVE RESPONSES TO THE NEEDS OF A YOUNG NATION AND TO DRIVE AND ENABLE ECONOMIC AND CULTURAL ADVANCEMENT. THIS ETHOS IMBUES MASSEY'S PAST, PRESENT AND FUTURE.

Massey University first founded its international reputation as a world-class agricultural college in Palmerston North in 1927. In 1960, Massey led the way in distance higher education. In 1993, it established a campus in Auckland, and in 1999 it incorporated the renowned School of Design, established in Wellington in 1886. It now delivers teaching and research across a range of areas that combine the universal search for knowledge with addressing real-world problems. Our world leading reputation now extends across many diverse disciplines, all with international excellence and national significance in common.

Ō NĀIANEI

OUR PRESENT

COMPETITION FOR STUDENTS AND STAFF - BOTH DOMESTIC AND INTERNATIONAL - AND FUNDING REMAINS INTENSE. DRAMATIC TECHNOLOGICAL INNOVATIONS CREATE NEW OPPORTUNITIES AND CHALLENGES IN TEACHING AND RESEARCH. STUDENTS DEMAND A SUPERB PERSONALISED LEARNING EXPERIENCE THAT IS STUDENT FOCUSED, FLEXIBLE AND DELIVERS TECHNOLOGICALLY APPROPRIATE LEARNING, WHEREVER AND HOWEVER THEY CHOSE TO STUDY. BLENDED LEARNING CONTINUES TO REDUCE THE BARRIERS OF DISTANCE AS IT TRANSFORMS THE WAY INTERNAL STUDENTS LEARN.

Global megatrends such as climate change, population growth, urbanisation, demands for food and water security and sustainable energy, personalisation and geopolitical uncertainty require that universities such as Massey step forward and actively respond. They must create important new knowledge, educate the next generation of leaders and they must also be the critic and conscience of society.

As we look to the future, we will make sure that our research is exceptional, and that it expands knowledge and improves the lives of communities and individuals across the globe.

Ō ĀPŌPŌ

OUR FUTURE

AS AOTEAROA NEW ZEALAND
TRANSFORMS, SO TOO
DOES MASSEY UNIVERSITY.
THIS TRANSFORMATION POSITIONS
US TO LEAD GLOBALLY.

Massey is a world-leading university in many academic disciplines and fields of research. Our point of difference is our world-leading research, which is connected to community and industry. By strategically investing in disciplinary research excellence we will create a virtuous cycle that amplifies our international and national research impact. Operating in the real world and through international collaborations, our researchers are developing expertise and skills to advance human knowledge and understanding. Working together across disciplines and locations, we solve national and global problems through fundamental, applied and interdisciplinary research, while culturally and artistically enriching our world.

As a Tiriti-led University we are committed to demonstrating authentic leadership in contemporary Aotearoa New Zealand as we uphold Te Tiriti o Waitangi, the founding document of our nation, and its principles through our practice. Massey embraces this not just as an obligation but as a real opportunity for the nation and its people. The University will champion new strategies for advancement and integration of te reo Māori and Māori knowledge, it will demonstrate informed practices consistent with tikanga Māori and will embrace kaupapa Māori across our activities. Massey's teaching and research will contribute to advanced outcomes for whānau, hapū and iwi.

Our educators are preparing a new generation of global leaders. Our students are diverse and are attracted to Massey because they want to achieve their personal goals or make their mark in the world. Our programmes are research-led, informed by the best local and global experience, and have international standing.

Our students will experience world-class learning that recognises their intellectual and cultural strengths, expands their horizons and prepares them to contribute to a rapidly transforming world with skills, critical and creative thinking and leadership. We will integrate curricula, pedagogy and digitally-supported learning environments to support our students' learning journeys.

All our students will have the opportunity to work in industry, with communities and community agencies or iwi, or as active citizens, artists, writers or researchers. Our students will be encouraged to develop entrepreneurial skills that ensure individual success. Our best advertisement is the achievement of our graduates, who make a positive contribution and create jobs for others.

Massey will be renowned for its passion and its caring attitude. This will be particularly demonstrated in how we care for our staff, our students, our nation and our environment.

We will encourage evidence-based critical debate and ensure that a Massey education includes the skills of critical thinking, curiosity and commitment that are essential for national and global citizenship. Massey graduates will be equipped to lead in an uncertain future.

All Massey campuses will be innovation ecosystems, acting as magnets for smart enterprises. Wherever we are, we will operate in partnerships founded in respect, trust and mutual benefit.

Massey is not only defined by what we do, but by *how* we do it.



NGĀ KETE O TE WĀNANGA

RESEARCH

WE WILL BE A WORLD LEADER
IN OUR CHOSEN AREAS OF
RESEARCH.

WE WILL DO THIS BY:

STRATEGICALLY

investing in focussed areas of both
applied and "discovery" research;

PROMOTING

and rewarding excellence in research;

INVESTING

in the next generation of researchers by
creating an environment where the world's
best young researchers can flourish;

DEEPENING

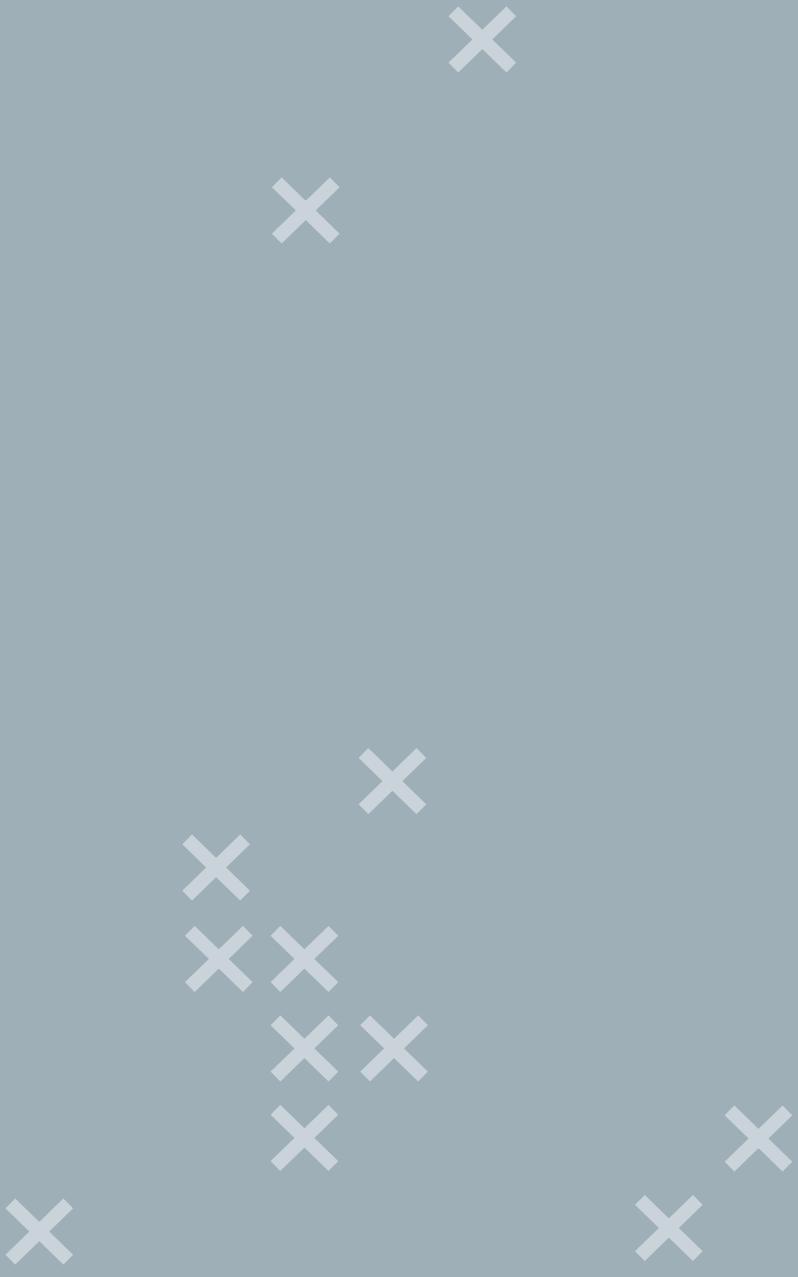
strategic research collaborations and
relationships nationally and internationally,
and particularly with industry and
community for mutual benefit;

MAXIMISING

the commercial benefit of intellectual
property and other outcomes derived from
research; and

ACTIVELY

facilitating indigenous knowledge
development and leadership, particularly
among Māori as tangata whenua of
Aotearoa New Zealand.



TE AKO

LEARNING AND TEACHING

WE WILL PROVIDE A DISTINCTIVE STUDENT-CENTRED LEARNING EXPERIENCE FOR ALL STUDENTS. GRADUATES WILL BE ENABLED TO ACTIVELY PARTICIPATE IN THE EXISTING AND NEW ECONOMIES AS EDUCATED CITIZENS AROUND THE WORLD.

WE WILL DO THIS BY:

ENSURING

our graduate attributes include entrepreneurial capability by maximising work-integrated learning and student access to innovation precincts;

DELIVERING

programmes that are flexible, contemporary in design, research-led in content, and either strategically important or financially successful;

BUILDING

international education to extend the Massey University global influence in areas of strength;

GAINING

international accreditation for programmes and strong rankings for subject areas wherever possible;

PROVIDING

first class digitally-enhanced learning experiences informed by the student voice;

DELIVERING

high-level outcomes for Māori academic excellence, whānau-centred participation and Māori student success at all levels of study;

GROWING

the participation and success of Pasifika students at all levels of study;

SUPPORT

access and success for students for whom English is a second language;

LEVERAGING

data analytics, to support student learning and the student experience;

PROMOTING

and rewarding excellence in teaching scholarship; and

BUILDING

student scholarships that encourage the academic progression of undergraduate students, particularly to postgraduate level/ advanced degrees.



HEI ARATAKI

CIVIC LEADERSHIP

TO BE KNOWN FOR OUR LEADERSHIP ON MATTERS OF INTEREST NATIONALLY AND INTERNATIONALLY, IN PARTICULAR ON THE SOCIAL, ECONOMIC, CULTURAL AND ENVIRONMENTAL ISSUES FACED BY AOTEAROA NEW ZEALAND, INCLUDING THOSE THAT AFFECT TANGATA WHENUA.

WE WILL DO THIS BY:

CONTRIBUTING

to a socially progressive and constantly changing Aotearoa;

SUPPORTING

academic staff to publicly disseminate research findings and act as "critic and conscience" of society;

PROMOTING

leadership and career development that includes communication training;

PROMOTING

informed evidence-based and inclusive public debate that respects diversity of opinion, and is grounded in research and scholarship;

PUBLICLY

advocating for the value of universities in a mature, democratic society;

FACILITATING

discussion and consultation with relevant economic and social development agencies, whānau, hapū and iwi, Pasifika communities and local government to maximise our impact;

ENABLING

capability development across New Zealand, the Pacific region and the world to prepare citizens for the changing nature of work and society;

LEADING

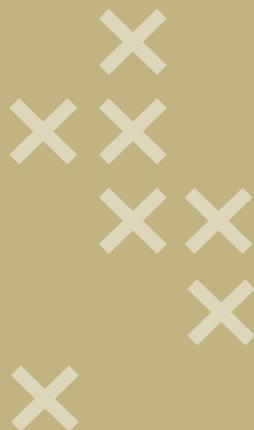
by example through the promotion of Māori leadership and bicultural leadership models;

BUILDING

student ambition to actively participate and lead within our University, their communities and nations; and

PROVIDING

all staff with opportunity to actively contribute to civic leadership in the University and in the wider community.



TE PAE O ANGITU

ENABLING EXCELLENCE



WE WILL ENABLE RESEARCH
EXCELLENCE, LEARNING AND
TEACHING EXCELLENCE
AND LEADERSHIP THROUGH:



STAFF EXCELLENCE

MAXIMISING

staff engagement and wellness;

MAXIMISING

the advantages of a diverse staff through
the pursuit of equity;

ENSURING

that we have a staff profile that delivers the
best strategic outcomes;

BUILDING

staff competencies to honour Te Tiriti o
Waitangi and its principles;

BUILDING

academic and professional staff capabilities,
particularly in the digitally-mediated
environment that we embrace;

FOSTERING

whole-of-University attitudes and
behaviours by all staff; and

AUTHENTICALLY

engaging in performance appraisal of
all staff, where performance is actively
addressed and excellence rewarded.

FINANCIAL EXCELLENCE

INCREASING

our operating surplus to ensure sufficient
financial strength to aggressively invest in
University-level strategy;

LINKING

investment of resources to the achievement
of our strategic outcomes;

DEVELOPING

and maximising commercial acumen for managers;

DRIVING

financial accountability for activity across
all areas of the University; and

DIVERSIFYING

revenue sources.

BUSINESS EXCELLENCE

CLARIFYING

and, where necessary, simplifying corporate
and internal entities;

REMOVING

duplication and simplifying internal regulatory
processes and procedures to ensure we are
“good to do business with” and able to act
nimble;

INCREASING

internal transparency and collaboration;

FOSTERING

and enhancing excellence in service quality;

INVESTING

in enterprise-wide information technology
systems to build efficiency and consistency
for the business, including continuing
investment in our student learning and student
management systems;

ESTABLISHING

clear delegations’ frameworks that provide
authority and accountability;

DEVELOPING

our campuses to enable physical spaces that
give life to our innovation ecosystems wherever
we operate; and

PRIORITISING

the modification of our existing physical
infrastructure to maximise distinctive
contemporary physical learning and working
environments.

