
CENTRE FOR DEFENCE AND SECURITY STUDIES

STRATEGIC PLAN 2016 – 2021



2021 VISION

To be nationally and regionally recognised as a leader in defence and security research, education and scholarship.

MISSION

To provide leading research and high quality teaching on relevant issues of national, regional and global security so as to influence understanding of defence and security matters.

VALUES

RELEVANCE

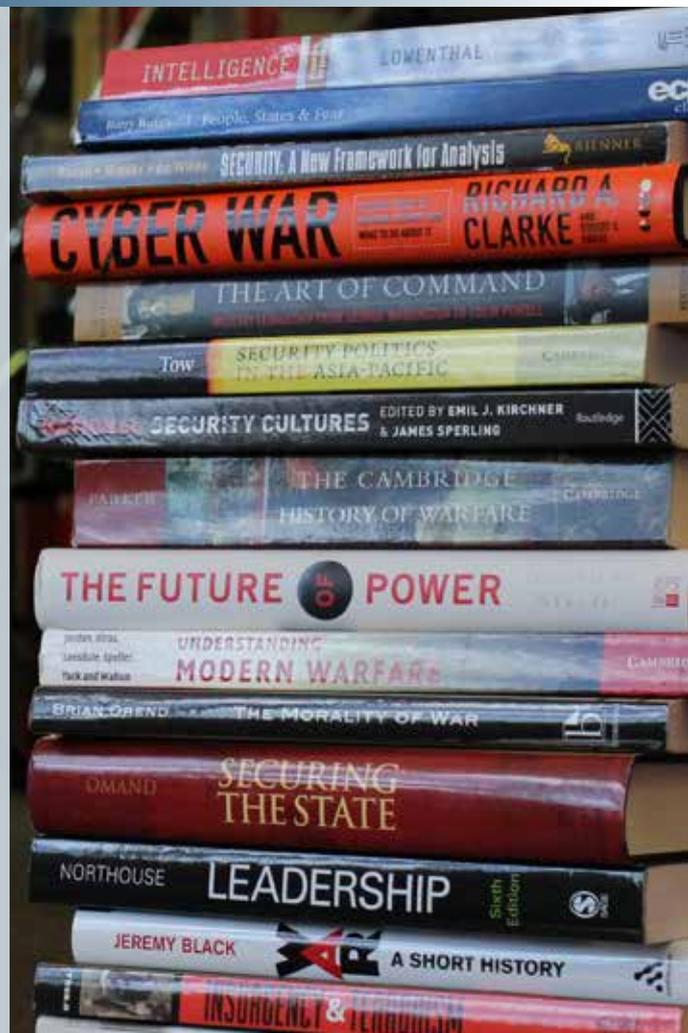
The CDSS will make a purposeful and meaningful contribution to understanding and addressing national, regional, and global issues of security with an emphasis on those issues important to New Zealand.

ACADEMIC FREEDOM

The CDSS has the responsibility to serve as both a critic and conscience of society. As such, we advocate for the freedom to question and test received wisdom, to put forward new ideas, and to state controversial or unpopular opinions.

ACADEMIC AND PROFESSIONAL INTEGRITY

Academic freedom, along with the special position of staff as citizens of a learned profession, imposes certain societal obligations and responsibilities. As the CDSS will be judged by its commentary, this should at all times be objective, balanced, exhibit academic rigour, and show respect for others.



THE EVOLUTION TO SECURITY STUDIES

The academic study of security has traditionally focused on the causes and consequences of political violence and has included such topics as civil and international war, insurgencies, and terrorism. There is, however, an increasing recognition that the contemporary security environment provides a much broader range of complex and multifaceted challenges that fundamentally affect security at an international, national, societal, and individual level. Consequently, the contemporary environment also includes issues of: intelligence; border security; biosecurity; human security; transnational crime including money laundering, and drug and people smuggling; disputes over the control and exploitation of resources including minerals, oil, fresh water, and fisheries; and cyber-crime/warfare.

Providing an understanding of this contemporary security environment, which subsumes traditional 'defence' issues into the broader category of security, is an important activity for a wide range of audiences. The Centre for Defence and Security Studies (CDSS) research, education, and scholarship has evolved to meet this contemporary understanding of security.

ABOUT THE CENTRE

The Centre for Defence and Security Studies is New Zealand's principal centre of education for security and defence. We offer a diverse range of interdisciplinary programmes at both undergraduate and postgraduate level which are designed to provide students with the intellectual competence to confront the complex security challenges of both today and the future. The teaching programmes are also designed to equip students with the transferable skills for contemporary employment requirements: critical thinking, problems solving, and communication.

The CDSS is committed to becoming a recognised leader in security and defence research and to building a research programme that generates and applies knowledge of security and defence to advance and contribute to national, regional and global security conversations.

The CDSS is well connected both within New Zealand and internationally and enjoys strong relationships with the New Zealand Defence Force, The New Zealand Customs Service, New Zealand Police, and the Royal Brunei Armed Forces. In addition to the academic leadership and management provided by the University, a Strategic Advisory Board comprising Chief Executives from a variety of government agencies and the corporate sector provides strategic guidance to the Centre to help meet our commitment to promoting excellence in teaching, learning, and research.

The highly qualified staff of the CDSS bring a diverse mix of practical and academic expertise gained both from overseas and within New Zealand.

DIRECTOR CDSS



FOREWORD

Defence and Security studies comprises a broad range of important, interdisciplinary topics that are areas of emerging strength within Massey University and fully align with Massey University's ambition to 'shape the nation and take the best of New Zealand to the world'.

Since establishment in 2001, the CDSS has enjoyed considerable growth and success in our teaching and research programmes, and we have become an important contributor to public discourse and academic commentary on defence and security issues.

To ensure continued growth and to achieve our vision of being nationally and regionally recognised as a leader in security and defence research, education and scholarship, the CDSS has developed this 2016-2021 Strategic Plan.

This plan not only builds on the Centre's considerable success over recent years but aligns its strategic goals and priorities with those of Massey University and the College of Humanities and Social Sciences and thereby contributes to the University's vision to be New Zealand's defining university.

This strategic plan is intentionally ambitious and challenging, and forms the basis of both a five year business plan and an annual plan which will allocate responsibilities and resources, and provide measures of success and progress.

The challenges embodied in this plan are substantial, and achieving them will require innovation, collaboration, selflessness, and hard work. Nevertheless, they are essential if we are to realise our vision of being nationally and internationally recognised as a leader in defence and security research, education and scholarship.

Graeme Fraser
Professor Emeritus
Acting Director

PRO VICE-CHANCELLOR



FOREWORD

The Centre for Defence and Security Studies (the Centre) is an important player in the College of Humanities and Social Sciences, and Massey University, as it contributes a very interesting mix of programmes, research and staffing that are quite different to anything else offered by the University. It has grown noticeably in terms of profile and reputation in recent years.

The challenge is where to next?

My own view is that the capability of staff and the links with key external stakeholders place the Centre in a strong position to consider what should happen in the future. Given the growing demand on a range of government departments and services, along with private businesses for appropriately educated and trained staff and relevant research and policy advice in the areas encompassed by the Centre, the possibilities are endless.

This document should place these possibilities into context – both internal and external – and identify what needs to be considered. I would also hope that while the Strategic Plan considers these options and factors, that there is a strong aspirational tone and content. There is a lot to be optimistic about.

I think the next stage in the life and development of the Centre is an extremely exciting one. It is critical for all concerned that the ambitions set out here are realised.

Distinguished Professor Paul Spoonley
Pro Vice-Chancellor
College of Humanities and Social Sciences

CHAIR OF THE STRATEGIC ADVISORY BOARD



FOREWORD

There is no question that the contemporary, globalised environment provides us with considerable opportunities. At the same time, however, it poses a number of new threats to our security. These threats have become significantly more numerous and complex, with many crossing national boundaries. While some emanate from states, increasingly we are seeing new threats from a variety of non-state actors. Our security is also vulnerable to the effects of climate change and its impacts on food, water and human security. This has given rise to challenges in the areas of bio-security, securing supply chains and resources, irregular migration and people trafficking to name but a few. Such challenges can not always be addressed by the state alone, global institutions, non-government organisations and private enterprise have a role to play. The security landscape is, therefore, significantly different to the one our predecessors faced.

All of this calls for a transformation in the way we think about national security and how we respond to the new challenges presented. While we in the security sector have a responsibility to do this on behalf of New Zealand, the Centre for Defence and Security Studies plays an important role in contributing to the understanding of national, regional, and global issues of security through its research and teaching programmes, as well as its engagement with academic institutions, government agencies, and wider society.

Over the last few years, the Centre has made considerable progress in fulfilling this role and is to be commended for its efforts. The release of this 2016-2021 Strategic Plan continues this progress and gives direction to the Centre's thinking on how it intends to provide leading research and high quality teaching on issues of national, regional and global security.

This plan is an ambitious and exciting one that has the potential to position the Centre as not only a national, but also a regional leader in defence and security research and education. As the Chair of the Centre for Defence and Security Studies Strategic Advisory Board, I am pleased to be involved in shaping the direction of the Centre to ensure this potential is achieved.

Carolyn Tremain

Comptroller
NZ Customs Service

and Chair
CDSS Strategic Advisory Board



GOALS

In 2014, Massey University launched its revised strategic plan “*Shaping the Nation, Taking the Best to the World – The Road to 2025*”. This strategy sets out how Massey University intends to contribute to the future of New Zealand and to the major challenges that face the global community. At the heart of the University’s strategic plan are the seven big goals: research and enterprise, teaching and learning, connections, internationalisation, responsibility, generating income, and enabling excellence.

The Centre for Defence and Security Studies strategic plan remains consistent with this framework but, given the resources presently available to it, has reprioritised them to three core goals:

- **Research and Enterprise** – To become a recognised leader in defence and security research.
- **Teaching and Learning** – To ensure an exceptional and distinctive learning experience that develops intellectual independence.
- **Connections** – To strengthen and grow our connections with *tangata whenua* and local, national, and international partners and stakeholders creating mutual benefits.

The remaining four University goals have become drivers of the Centre’s ‘strategy in practice’ that contribute towards the achievement of each of the three core goals.

STRATEGIC GOAL 1

RESEARCH AND ENTERPRISE

To become a recognised leader in defence and security research

The CDSS will promote the highest standards of research and scholarship with the goal of becoming a nationally and regionally recognised leader in the provision of high-impact, innovative, and relevant research on defence and security issues.

The CDSS, with the role of critic and conscience of society in mind, will place a strong emphasis on academic freedom and integrity to create a stimulating and supportive intellectual atmosphere that attracts high-quality, research active academic staff, teaching fellows and students who produce research consistent with our vision and values. While the role of critic and conscience of society is considered important, so too is the accountability and responsibility that goes with this duty. As such, all research undertaken and disseminated by the CDSS will be done mindful of the value of academic and professional integrity.

Where appropriate, the CDSS will also actively engage our network of relationships with national and international institutions and stakeholders to forge creative and leading-edge research collaborations, and to ensure that the intellectual capital that the Centre generates is used with foresight, insight, and skill.

STRATEGY IN PRACTICE

1.1 INTERNATIONALISATION

- Proactively manage and advance existing research relationships with international partners.
- In conjunction with the University's International Office and the *'Massey University Worldwide'* initiative, proactively seek new opportunities for selected research collaboration with international partners, particularly within the Asia-Pacific region.
- Encourage and support international engagement and participation in knowledge exchange activities such as seminars and conferences.

1.2 RESPONSIBILITY

- Create a stimulating and supportive environment that encourages all academic staff and teaching fellows to be research active.
- Build a research infrastructure to enable the achievement of high quality, relevant research, both academic and applied, that advances our contribution to solving society's "big problems" and meets the needs of academia, the security sector, and wider society in line with its role as critic and conscience of society.
- Provide students with real world research opportunities, such as the National Internship Programme, to enhance their intellectual independence, confidence, and employability.
- Support research students (e.g. through scholarships, research opportunities, resources, and mentoring) to ensure high-quality research outcomes.
- Provide opportunities for the dissemination of the CDSS' research outputs to local, national and international communities.

1.3 GENERATING INCOME

- Contribute to the recruitment of a diverse body of high quality candidates to undertake research.
- Identify and establish sustainable and mutually beneficial partnerships for research and research supervision both within the University and externally.
- Identify and pursue research funding opportunities, from both within the University and externally, to support the research of the Centre.

1.4 ENABLING EXCELLENCE

- Provide an environment that supports and encourages research excellence by ensuring the availability of research time, mentoring and access to resources and funding.
- Create an intellectual atmosphere and research infrastructure that attracts highly qualified research staff and students who will become the defence and security intellectuals and practitioners of the future.
- Ensure that all staff supervising research are appropriately qualified and committed to providing a stimulating and intellectually vibrant learning environment that optimises the quality of supervision.
- Pursue avenues to recognise, reward and celebrate both staff and student achievements in research.

ASPIRATIONAL OUTPUTS

- Centre and individual research plans are developed, implemented and monitored to ensure all academic staff and teaching fellows are given the time and resources (including funding) to each produce at least one published research output per annum and at least one public dissemination of peer reviewed research at a conference or nationally recognised event.
- The overall PBRF rankings of the CDSS' eligible staff are increased.
- At least one new research collaboration opportunity with national or international partners is identified and explored by the CDSS per annum.
- Research outputs and profile result in enhanced research collaboration opportunities and student research enrolments.
- External funding is acquired to support the CDSS' research plans.
- The CDSS has staff and students recognised and acknowledged for their contribution to the security and defence research environment.

STRATEGIC GOAL 2

TEACHING AND LEARNING

To ensure an exceptional and distinctive learning experience that develops intellectual independence

The CDSS is committed to providing a dynamic learning environment that develops intellectual competence, independence, and professionalism in addressing the complex challenges of the contemporary security environment. Applied learning involving real-world, problem solving opportunities will be incorporated into the curriculum to ensure that students experience education of a quality that enables them to transform their ideas into material outcomes, and comprehensively enhances their confidence, adaptability, and employability.

The CDSS will make best use of innovations in teaching and learning, both pedagogical and technological, to deliver high-quality programmes, both nationally and internationally, that facilitate student success.

The curriculum will be regularly reviewed, drawing on both academic research and applied professional experience, to ensure it remains innovative and relevant, and meets the needs of our students, academia, the security sector, and of New Zealand society. The CDSS will also build on its considerable experience, both national and international, to develop bespoke educational products for stakeholders - either single agency or sector-wide covering common areas of interest. In doing this, the CDSS aims to be the education provider of first choice on issues of security and defence in New Zealand.

STRATEGY IN PRACTICE

2.1 INTERNATIONALISATION

- Proactively manage and enhance existing international teaching and learning relationships with international partners.
- In conjunction with the University's International Office and the 'Massey University Worldwide' initiative, identify and explore opportunities to expand international student enrolments either in current programmes or through the development of new bespoke programmes.
- Provide the opportunity for high performers to gain international experience through exchanges, study abroad programmes and participation in international activities.

2.2 RESPONSIBILITY

- Provide a curriculum that draws upon academic research and professional experience, and that demonstrates innovation and relevance to develop the necessary intellectual competence to address the complex issues of the contemporary and future security environment.
- Equip students with the transferrable skills of critical thinking, problem solving, communication, and professionalism to help them build a career in the security sector.
- Provide resources and appropriate development opportunities to staff to enable high-quality teaching and learning to occur.
- Identify research capable students and equip them with the ability to apply arguments and critical analysis in their research that are built upon robust methodological and theoretical foundations.

2.3 GENERATING INCOME

- Contribute to the development and implementation of a marketing campaign that seeks to increase both domestic and international student enrolments.
- Contribute to the implementation of Massey University's *'Grow North'* strategy to grow EFTS and enhance connections in Auckland and Northland.
- Support and mentor enrolled students to ensure successful paper and programme completion.
- Identify and pursue commercial short course opportunities.

2.4 ENABLING EXCELLENCE

- Maintain an academic programme that is relevant, dynamic, stimulating and meets the highest standards of curriculum design and pedagogy.
- Monitor and evaluate student and stakeholder satisfaction and, where appropriate, act to resolve concerns.
- Provide mechanisms for staff to continually enhance the teaching-learning environment for their students through the use of new techniques and technologies.
- Pursue avenues to recognise, reward and celebrate both staff and student achievement in teaching and learning.

ASPIRATIONAL OUTPUTS

- Engagement with key stakeholders ensures teaching and learning programmes remain academically sound and relevant to the security sector.
- CDSS collaboration with External Relations to develop and implement marketing and recruitment plans sees an increase in domestic enrolments by 5% per annum and international enrolments by 20% over the next five years.
- A comprehensive review and evaluation of each of the CDSS' academic programmes and teaching practices is undertaken over a three year cycle.
- Systematic student and stakeholder feedback is sought and reviewed annually so as to contribute to ongoing paper and programme improvement.
- Inclusive and effective engagement with enrolled students as well as teaching pedagogies that use contemporary techniques and technologies results in enhanced learning and course completion rates of at least 65% for all courses without compromising the values of the CDSS.

STRATEGIC GOAL 3

CONNECTIONS

To strengthen and grow our connections with tangata whenua and local, national, and international partners and stakeholders creating mutual benefits

The CDSS enjoys strong relationships with a variety of organisations in the academic, government, non-government and corporate sector, both nationally and internationally. We will place continuing emphasis on maintaining and enhancing these relationships as well as building new sustainable and mutually-beneficial connections with tangata whenua and other selected partners.

The CDSS will continue to work closely with its Strategic Advisory Board to enrich and expand its strategic relationships with key security sector stakeholders. We will also seek to stimulate discussion, critical debate and the generation of new ideas across government and academia on issues of national, regional and global security.

In managing and developing these connections, and in line with the CDSS' role as a critic and conscience of society, we will strictly adhere to principles of academic freedom and integrity to ensure that the products and services it provides are relevant, objective and of value to our students, stakeholders and the nation of Aotearoa.

STRATEGY IN PRACTICE

3.1 INTERNATIONALISATION

- Proactively manage and advance existing connections with our international partners.
- In conjunction with the University's International Office and the *'Massey University Worldwide'* initiative, identify and explore opportunities to expand commercial connections and engagements internationally, with a focus on Australia and the broader Asia-Pacific.
- Explore opportunities to establish new connections with academic and non-governmental organisations, including the United Nations, to undertake academic discovery around regional and international security issues.
- Establish representation on select national and international education and research bodies to enhance the profile and presence of the CDSS.

3.2 RESPONSIBILITY

- Support the implementation of the *'Kia Marama: Māori @ Massey 2020 Strategy'* and the *'Growing Pearls of Wisdom: Pasifika @ Massey Strategy 2020'* to promote Māori and Pasifika presence, participation and achievement in all aspects of the CDSS.
- Support Māori and Pacific Island focused research and student employability in terms of developing diverse workforces in the New Zealand security sector.
- Develop initiatives to engage alumni and friends in supportive and mutually beneficial partnerships.
- Demonstrate leadership in engagement on security issues with government, non-government agencies, and the public, both nationally and internationally.

3.3 GENERATING INCOME

- Leverage existing relationships and strategies to identify and recruit high quality students, both nationally and internationally.
- Explore mutually beneficial opportunities for new and sustainable commercial activities with government agencies, business, and industry.
- Contribute to the implementation of Massey University's *'Grow North'* strategy to grow EFTS and enhance connections in Auckland and Northland.
- Contribute to the development and implementation of an information and media communications plan that enhances the CDSS' profile to both internal and external audiences.

3.4 ENABLING EXCELLENCE

- Identify, encourage and support the development of collaborative, mutually beneficial relationships with other Massey academic entities.
- Identify, encourage and support the development of strong and meaningful links, both formal and informal, with relevant academic organisations nationally and internationally.
- Identify and contribute to the development of sustainable, mutually beneficial partnerships with national and international defence and security agencies, and other pertinent government agencies.

ASPIRATIONAL OUTPUTS

- Implementation of the CDSS' marketing and communications plan results in increased domestic enrolments of 5% per annum and international enrolments by 20% over the next five years.
- Implementation of the CDSS' engagement with Māori, Pasifika, and Alumni results in an increase in enrolments of Māori and Pasifika students, and re-enrolment of previous students.
- Enhanced engagement with students results in improved completion and re-enrolment rates.
- Positive profile is further enhanced with stakeholders and society to ensure that the CDSS is the preferred provider of education, scholarship, and commentary.
- The CDSS identifies and explores at least one new partnership opportunity per annum from academic, defence and security, governmental, and commercial organisations.
- Internal and external (both academic and professional) collaboration and cooperation is developed which enhances the research, teaching and scholarship output of the CDSS.

