SHAPING THE NATION
TAKING THE BEST TO THE WORLD
THE ROAD TO 2025

Tāraia ana te Motu
Ka Tū Rangatira ki te Ao Te Ara Whakamua 2025
VISION / TE PAE TAWHITI
To be New Zealand’s defining university and a world leader in higher education and scholarship.
Kia hāpai ake i te rau tāngata ki te toi o angitu.

MISSION / TE PAE TATA
To define the future of our nation and to take the best of New Zealand to the rest of the world.
Kia arataki i te motu kia kawe i ōna painga ki te ao whānui.

VALUES / NGĀ UARA
Create, Innovate, Connect
Kia auaha, kia hihihi, kia hono

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VICE-CHANCELLOR’S FOREWORD

We are launching our vision for 2025. Five years on from when we first published The Road to 2020, we have achieved a great deal and we are ready to extend our horizon. In this strategy, we set out how Massey University intends to contribute to the future of New Zealand and to the major challenges that face the global community.

It is appropriate that we take stock and review our goals. In 2014 Massey celebrates its 50th anniversary as a university. Our Albany campus is 21 years old. This is our Heritage Year; we are celebrating our past and looking into our future. Although some of the constituent parts of the University can be traced back many more years – 127 for design, 85 for agriculture and 54 for distance education – we are a comparatively young university and will remain so. We intend to embrace our reputation for innovative thinking and leading change as we enter the next phase of our development.

Renewing our strategy is wise because the world around us is changing. The ambitions we harbour for the University have not changed, nor have our goals, but we must ensure that we are responding to the new challenges and embracing new opportunities.

This strategy has been developed in consultation with the University’s stakeholders and community. Whatever we have achieved in the past can be traced to our exceptional staff, students, alumni and partners. Our future achievements will come from the same people.

Steve Maharey
SHAPING THE NATION AND TAKING THE BEST TO THE WORLD

Massey University began as Massey Agricultural College in 1927, located in Palmerston North in the middle of New Zealand’s North Island. In 1964 it became a university; 2014 marks its 50th jubilee.

Today the University has major campuses in Palmerston North, Albany (Auckland) and Wellington. Through distance education, students can study anywhere in New Zealand and around the world. Agriculture is now part of the College of Sciences, which sits alongside the Colleges of Business, Humanities and Social Sciences, Health and Creative Arts.

Our record of achievement means that Massey University is consistently ranked in the top 3 per cent of universities in the world. In signature areas such as Accounting and Finance, Agriculture, Biological Sciences, Communication and Media Studies, Defence, Design, Education, Food Technology, Psychology, Public Health, Sociology and Veterinary Medicine – it is world leading.

Throughout its history, Massey University has embraced change both within the institution and in the wider world. We have established a reputation as a bold, innovative “can do” university that seeks to have positive impacts on the communities it serves. We are building on our traditional strengths as well as the new and diverse activities that advance New Zealand’s contribution to the “big problems” of our time.

We believe that now, more than ever, Massey University has an important role to play. New Zealand and the global community face what might be described as “new times”. The scale of economic, technological, scientific, environmental, social, cultural and political change is enormous. These changes need to be understood and responded to in ways that will ensure “new times” mean “better times”.

It is for this reason that we talk about “shaping the nation and taking the best of New Zealand to the world”. We aim to make a difference.

This ambition has been captured by the seven big goals that lie at the heart of Massey University’s Road to 2025 strategy.

• We are a research-led university committed to the application of knowledge.
• Our students can expect a teaching and learning environment that will enable them to be creative, innovative and connected contributors to society.
• Close attention is given to building mutually beneficial relationships with the many partners and stakeholders who work with the University.
• Increasingly our focus is on building the University’s capacity and capability to work around the globe.
• As a major intellectual resource, we have been identifying ways that we can help to address the major challenges faced by New Zealand and the global community.
• We are committed to diversifying our funding base to ensure that we can resource the work of the University.
• We are providing support for staff and students to excel while investing in the information technology (IT) and physical environment they need.

As we enter the next phase of our history, we would describe ourselves as an innovative, self-reliant, outward-facing institution committed to defining our own future. Our distinctive programme of research and teaching, combined with our focus on engaging with the New Zealand community, makes us the nation’s most relevant university. Our commitment to addressing the changing times in which we live makes us globally significant.
THE FORCES DRIVING OUR FUTURE

As part of our strategic planning we identified nine critical forces that we believe will shape the environment in which we operate and influence our future as we progress to 2025.

GLOBALISATION  TECHNOLOGY ENABLED LEARNING  APPLICATION OF SCIENCE AND TECHNOLOGY

MUTUALLY BENEFICIAL PARTNERSHIPS  DIVERSITY OF LEARNERS  IMPROVING PERFORMANCE

SOLVING “BIG” PROBLEMS  GOVERNMENT REGULATION/INCOME  AUCKLAND GROWTH
GLOBALISATION
A greater mobility of people and communication across borders will bring many opportunities: students, talented staff, and new partners for collaboration in projects and research. It will also present challenges: increased competitiveness and vulnerability brought by global-level events.

TECHNOLOGY
ENABLED LEARNING
Successful universities will take leading positions in technology-enabled education, providing access to high-quality learning platforms and enabling student success nationally and internationally. Universities will need a clear, strategic IT roadmap focusing on meeting user needs and be at the forefront of technological developments. Consideration will need to be given to the balance between investment in physical infrastructure and investment in IT development.

APPLICATION OF SCIENCE AND TECHNOLOGY
As we enter a new phase of global social and economic development, universities will need at least to keep up with, if not lead, the speed with which technological advances are applied by industries, which will lead to an increasing sophistication of business through production and integrated (global) supply chains. This will be coupled with a re-organisation of the global labour market and an increased need to re-frame educational needs and up-skill people. These are issues that need consideration from a human dimension.

MUTUALLY BENEFICIAL PARTNERSHIPS
Universities will need to establish partnerships that are effective, complementary and build on their areas of strength. Partners include government agencies in the public sector, civil society through whānau, hapū, iwi, fales, communities of interest and not-for-profit organisations, and the private sector through businesses and industries. Regional, national and international partnerships will need a strongfit with our vision, mission and values, and meet our commitments to Te Tiriti o Waitangi, New Zealand’s founding document, and the requirements and standards of our stakeholders and partners.

DIVERSITY OF LEARNERS
New Zealand’s demographic distribution is changing, with an increased diversity of ethnicities - particularly in the Auckland region, where most of the national population growth is expected to take place. Provision models will need to cater for the different needs of our diverse national and international student demographics, and will need to take into consideration the relevance and outcomes of our offerings to produce graduates and research that meet the standards of a 21st century university.
IMPROVING PERFORMANCE
Successful universities will be effective in creating seamless and successful transitions across their entire operations to improve their overall performance. For Massey, this will mean better connections between student recruitment and enrolments, teaching and research, enterprise and innovation, areas of specialisation and strengths, a clear articulation of graduate profiles and the value of their qualifications, and higher profiling of our research expertise and its impacts, so that our reputation continues to be built and performance improved in a continuous cycle.

SOLVING “BIG” PROBLEMS
Successful universities will not be limited by their traditional, perceived roles. There is an increasing role for universities to deliver public good outcomes in the form of the contributions that students, staff, alumni and partners deliver to solving complex problems that confront tangata whenua, our community, nation and the world.

GOVERNMENT REGULATION/INCOME
Universities are likely to continue to operate in regulated and financially constrained environments. Our domestic provision will continue to be negotiated and our performance measured and assessed by the Government. There is an increased expectation from the Government that tertiary education organisations will create more linkages with business and industry, focus their provision on qualifications relevant to the labour market, and move from provision that is perceived as low value for labour market outcomes.

AUCKLAND GROWTH
Auckland is one of the few regions in New Zealand with long-term population growth forecast. Growth in Auckland will lead to increased population diversity. We need not only to invest in the development of signature platforms at the Albany campus to ensure that we are the first choice of university in Auckland for our signature qualifications, but to ensure that the Albany campus is responsive to the increased diversity of learners and provision.
THE SEVEN BIG GOALS FOR MASSEY UNIVERSITY

NGĀ TINO WHĀINGA O TE KUNENGA KI PŪREHUROA
### RESEARCH AND ENTERPRISE
Te Rangahau me te Umanga

To promote the highest standards of research and scholarship, be a world leader in our areas of specialisation and support active engagement with, and participation in, knowledge exchange to ensure that the intellectual capital we generate is used to best advantage.

Kia kounga rawa atu te mahi rangahau me te püwänanga, kia tū hei kaiarataki matua mō tā mātou e matatau ai me te tautoko i te whakawhiti mātauranga e hua mai ai ko ōna painga.

### TEACHING AND LEARNING
Te Whakaako me te Ako

To ensure an exceptional and distinctive learning experience at Massey for all students.

Kia kounga, kia motuhake hoki te wheako o ngā ākonga katoa ki Te Kunenga ki Pūrehuroa.

### CONNECTIONS
Te Kötuitui

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

Kia kaha ake te tūhono ki ngā iwi, ki ngā hoa mahi, ā-rohe, ā-motu, o te ao whānui hoki, kia tipu tahi ai ngā painga.

### INTERNATIONALISATION
Te Ao Whänui

To extend our reach so that we operate worldwide as New Zealand’s defining international university.

Kia whātoro atu ngā ringaringa a Te Kunenga ki Pūrehuroa ki te ao whānui hei kanohi mō Aotearoa.

### RESPONSIBILITY
Te Aronga Manaakitanga

To enhance our reputation as New Zealand’s defining university by contributing to an understanding of - and providing innovative responses to - the social, economic, cultural and environmental issues including those that affect tangata whenua.

Kia hāpaitia te mana o Te Kunenga ki Pūrehuroa hei kanohi mō Aotearoa mā te hihiri o te whakaaro ki ngā take pāpori, ohaoha, ahurea, taiao, tae atu hoki ki ērā ka pā atu ki ngā tangata whenua o te motu.

### GENERATING INCOME
Te Whakatipu Rawa

To significantly increase our income and improve our financial position to allow for more investment to enable the University to achieve its goals.

Kia kaha te whakatipu rawa me te whakapai ake i te tahu e whakangao ai te whare wānanga kia whakatutuki wawata.

### ENABLING EXCELLENCE
Kia Tuawhiti

To provide the best working and academic environment for our staff and students.

Kia noho te whare hei whare whakahira mō ā mātou kaimahi me ngā ākonga.
BIG GOAL 1
RESEARCH AND ENTERPRISE

Our goal is to promote the highest standards of research and scholarship, be a world leader in our areas of specialisation and support active engagement with, and participation in, knowledge exchange to ensure that the intellectual capital we generate is used to best advantage.

Research and Enterprise at Massey are both underpinned by proven excellence in the key areas we support. We are acknowledged as world leading in several areas of specialisation. We aim to share and exchange knowledge in a variety of creative ways and be a major player in the innovation matrix that underpins the growth and prosperity of our nation.

The ongoing pursuit of research excellence requires us to recognise the ever-shifting priorities for both public and private investment in research. Our researchers must be flexible and adaptive to the current needs of society while also focusing on longer-term fundamental research goals. A key element of our ongoing success will be the incorporation and translation of the outputs and outcomes of our research into intellectual capital that can be used to support the “public good” in the most effective way. The University’s Research Strategy and related documents, such as the Teaching and Learning Framework, can be linked through three key drivers that underpin our evolving research-led mission – (a) Recognition and Reach, (b) Place and Purpose and (c) Influence and Impact.

To achieve our Research and Enterprise big goal, we will focus on these drivers to develop and promote models of research excellence, academic leadership and engagement.

Recognition and Reach defines our standing as a research-led organisation, supported by an academy that is acknowledged as world class in key specialisms and recognised for the quality of our knowledge exchange activities. For Recognition and Reach, our goals are:

• to facilitate and support researcher success to secure excellence in both research and academic scholarship;

• to develop a stronger international dimension to our research through a portfolio of international relationships that is rich with potential and by recruiting an international academy;

• to build an effective “critical mass” of leading scholars through creative collaborations and partnerships with other universities, research institutions and businesses both in New Zealand and internationally to promote knowledge exchange to underpin innovation in a way that makes us a partner of first choice; and

• in conjunction with partners, to become expert in particular areas of applied research.

To achieve these goals, we will:

• foster a “critical mass” of leading researchers, state-of-the-art research infrastructure and smart workload models to ensure that talented people have the time and resources to pursue quality research and scholarship;

• develop our capability in those key thematic areas that promote the contribution of Massey University to solving the “big problems”; these include health and wellbeing, future food systems (spanning agri-sciences, food and nutrition and food safety), solution-oriented design, adaptive social cultural behaviours in the context of 21st century citizenship, and natural hazard and resource management;

• adopt flexible, smart working practices that enable authoritative university scholarship, and recognise and promote the mechanisms required to drive research selectivity to ensure that institutional resources are focused on proven areas of research excellence;
To achieve these goals, we will:

- ensure that all college-based strategies underpin our institutional agenda for research excellence and enterprise;
- develop a stronger research focus centred on indigenous leadership, particularly on Māori as the tangata whenua of Aotearoa New Zealand, in each college and create an “indigenous peoples” research centre that promotes Māori development;
- promote the character of each of our campuses as part of our contribution to the new New Zealand and build on the links forged with key strategic partners at regional and national levels, including mana whenua, and advance our relationships with crown research institutes and other research organisations; and
- deepen the entrepreneurial capabilities of the Massey community so that we are a confident player in the New Zealand innovation agenda.

Influence and Impact focuses attention and effort on our connectivity with a wide community of research partners and industries to ensure that the intellectual capital arising from our research endeavours is relevant and valued. For Influence and Impact our goals are:

- to promote and build on the key areas of research excellence where we can demonstrate our international reputation through independent external benchmarking;
- to advance the development of our defining areas of research specialisation and our contributions to solving the “big problems” (for example climate change, sustainability, resilience, world health, food security and demographic challenge) so that our research has impact and provides positive influence on the economic and social development of New Zealand and to other communities globally; and
• to develop our knowledge-sharing capabilities and build our entrepreneurship model to ensure that Massey research is relevant and connected, that the outcomes of this work are used for best purpose and that the expertise of our researchers is valued.

To achieve these goals, we will:

• prioritise and value the relationships we have with whanau, hapo and iwi, the public sector and non-government organisations and through the key business sectors of New Zealand as well as in key domains offshore;

• further advance the development and promotion of creative design, so that Massey maintains its position as a recognised leader of design innovation research across New Zealand and strengthens its connections to other world-leading centres of design excellence;

• ensure that Massey expertise and our ability to connect, foster and create an effective critical mass to secure wider community purpose is directed at and focused on key strategic initiatives of national importance;

• advance key international strategic research partnerships that promote specific dimensions of the University’s Research Strategy and the Internationalisation Strategy;

• build the Massey Enterprise brand and improve the pipeline of “spin-out” and “spin-in” opportunities through the Massey Enterprise and Massey Ventures Ltd brands, including exploring opportunities for research institutions (including key industries and businesses) to co-locate their facilities and explore opportunities to share intellectual property on our campuses;

• utilise our commercial business development architecture to underpin the Massey Enterprise brand and improve our ability to exploit fully the intellectual, physical and commercial assets of the University to grow revenue, generate opportunities and widen our collaboration reach;

• use early technology disclosures and specialist expertise to win more funding to help grow research income, increase external collaborations and improve our social and economic impacts;

• forge closer working relationships with national, regional and local policy-makers and whanau, hapo, iwi and other Māori business concerns; and

• use a range of internal and external feedback measures to ensure that we are connected to the interests, needs and demands of the communities that we aim to influence and for which we aim to provide support.
BIG GOAL 2
TEACHING AND LEARNING
Te Whakaako me te Ako

Our goal is to ensure an exceptional and distinctive learning experience at Massey for all students.

For more than a century Massey University has shaped the lives of people in New Zealand and around the globe. We enjoy an international reputation for our distinctive mix of disciplines, forward-thinking approach to curriculum design and delivery and research-led teaching. The result of this approach enables Massey graduates to contribute to the world through creative thought, innovative problem-solving approaches and connectedness with indigenous peoples, industries, the professions and their subject areas. This legacy is foundational to our 2025 aspirations and planning as we educate 21st century citizens.

Our Teaching and Learning Framework is the underpinning architecture for achieving an exceptional and distinctive learning experience for all students. It sets out our defining educational character in terms of both academic orientation and delivery, and emphasises the approaches to learning that distinguish Massey graduates. Its goal is to engender a strong culture of creativity, innovation and connectedness in our students, our staff and our curriculum. It comprises six “defining elements” (Applied, Research-Led, Digital, Comprehensive, International, and Distance and Lifelong Learning) that we are committed to strengthening.

As we advance into the next decade, the importance and influence of technology as a mediator and facilitator of education provision will change the way in which we engage with and support our students (for example the shifting balance between formal and informal learning, and innovative curricula to meet 21st century workforce design); extend the reach of our provision well beyond current boundaries (both physically and dimensionally, for example multiple offshore hubs and the servicing of 24/7/52 provision); and demand new partnership models (for example tactical corporate alliances, and shared provision of academic resources) to ensure that Massey University meets the challenge of being a provider of quality education and choice to all who seek access to tertiary education. Massey graduates will be recognised for their knowledge and skills, their ability to contribute as effective members of the communities with which they are aligned both professionally and socially, and their capacity to provide solution-focused leadership in response to the challenges that afflict society, for example poverty alleviation, climate change, natural resource management and global debt.

To achieve our Teaching and Learning big goal, we will:

• enhance our academic profile by strengthening the reputation and sustainability of our academic programmes, advancing our research-led approach to teaching, supporting student learning, achievement and progression and improving academic staff capabilities;

• support the ongoing development of those innovative pedagogies, assessment models and programme design tools that will position us to lead in the burgeoning field of technology-enabled educational access;

• strengthen the University’s leadership in digitally-mediated teaching and learning, enabling us to offer innovative curricula and extend our reach beyond physical and geographical boundaries;

• develop internationalised curricula and novel models of course delivery that value and include cultural perspectives and underpin expanded strategic relationships with overseas institutions, peoples and governments; and
• ensure that we place student progression and achievement at the heart of our teaching and learning priorities.

**To enhance our academic profile, we will:**

• implement new and expanded programmes and academic specialisation plans for each campus (including distance) developed by, and across, each college;

• significantly progress the tailoring of programmes that are relevant to a range of offshore markets, with an emphasis on cohort-based programme customisation;

• invest in a partnership model for education provision that enhances the diversity of our student communities and aligns Massey as the provider of choice with other accredited education providers around the globe and with those organisations committed to learning enhanced practical and professional development;

• generate annual programme reports to inform academic decision-making, produce regular and specialised market research and analysis and continue our rigorous, quality-assured approach to programme development, approval and review;

• build comprehensive capabilities among our academic staff to: develop high-quality courses that embrace sophisticated pedagogies and technologies; and deliver them to learners in all modes and locations (campus, online and blended models);

• provide opportunities for students to integrate real-world learning experiences into their learning so that they develop the capacity to apply theory in practical settings and engage with effective knowledge transfer prior to their graduations;

• implement policy that ensures that all academic staff are appropriately qualified through a path of formal learning (through either Massey or recognised alternatives) to teach in a modern tertiary education context;

• utilise explicit models for the evaluation of our programmes against a set of core institutional indicators to ensure that we provide academically robust, quality-assured tertiary education within an agreed strategic framework that is linked to our resource management structures and underpinning investment needs;

• grow and affirm support to Maori students and staff as one component of our commitment to Te Tiriti o Waitangi;

• advance the educational agenda to extend the Pasifika and new migrant student base;

• build scholarship support that encourages academic progression and supports the wider learning objectives of successful participation in tertiary education;

• design and deliver educational experiences that harmonise fully with the latest developments in the upper secondary curriculum in order to facilitate student transitions into university education;

• facilitate awareness of the necessity of lifelong learning for all citizens; and

• advance our research-led approach by improving the teaching-research connections that best serve our students and pursue an open debate on academic scholarship in the 21st century. In addition, the connections between our Teaching and Learning Framework and Research Strategy will be fully articulated.
To strengthen the University's leadership in digitally-mediated teaching and learning, we will:

- build our open-access, online offerings and establish formal pathways to accredited programmes through credentialing of successful open-access study;
- extend our digital teaching and learning strategy and our blended learning approaches nationally and internationally, and continue to provide choice for students in the delivery formats for accessing their study materials;
- enhance learning interactions through media-rich learning environments;
- focus on technology-supported pedagogic innovation to ensure that our teaching and learning practices are future-focused and outcome-oriented;
- build the capabilities and integration of our student support services to ensure that an outstanding student experience, regardless of location, subject area and individual circumstances, including ethnicity, is available to all. The operation of our services will expand to encompass a 24/7/52 level of provision through the fusion of campus, online and blended modes and in cooperation with international partners as appropriate; and
- ensure that our support and administrative services are personalised and seamlessly connected so that students access high-quality and user-friendly support at all points of engagement.

To support our staff in developing internationalised curricula and developing strategic relationships with overseas institutions, peoples and governments, we will:

- continue to mature and embed our Internationalisation Strategy, including objectives, approaches and targets for student marketing and recruitment, international and regional relations, transnational and offshore distance education, and research and consultancy;
- build staff capacity (further information under the Internationalisation big goal);
- internationalise the academic environment and learning experience, including virtual learning environments that are supported by robust IT infrastructure; and
- advance the role of PaCE (Professional and Continuing Education) as a centre that specialises in developing innovative learning pathways in order to connect potential students with tertiary education.
BIG GOAL 3
CONNECTIONS

Te Kōtuitui

Our goal is to strengthen our connections with tangata whenua and local, national and international partners and stakeholders, creating mutual benefits.

Massey is the University of New Zealand and our focus is squarely set on the future of our country and taking what is best of the nation to the rest of the world. More recently we have strengthened our reputation and our links by focusing on a core Massey message that underpins all communication and drives our connectivity to whānau, hapō and iwi, future students, schools, research funders, commercial partners and local, national and international government contacts - that Massey University is the Defining University of New Zealand. We communicate that through our message - Massey University is the engine of the new New Zealand. This is portrayed through the work of our graduates and staff and the practical contributions they are making to the future of the new New Zealand.

To achieve our Connections big goal, we will:

- be the University of the new New Zealand by demonstrating that we are the university most relevant to New Zealand;
- continue to forge strong national and international partnerships ensuring that our expertise is well understood by and relevant to our key stakeholders and partners;
- strengthen awareness of the Massey story by showing our potential contribution to the future through multiple media and publication channels, demonstrating how our staff, students and alumni actively engage with major and complex issues confronting New Zealand and the world; and
- be a nimble organisation able to innovate by taking full advantage of opportunities, in particular those created by 21st century communication technologies.

To be the University of New Zealand, we will:

- ensure that Massey is seen as the first-choice university in its priority markets for its signature platforms, nationally and internationally;
- build on our 54 years of experience as a distance education leader, onshore and internationally;
- continue to build strong regional connections across the country, focusing on key regions where our campuses are based (Manawatū, Wellington and Auckland), as well as Hawke’s Bay, Bay of Plenty, Taranaki, Nelson/Marlborough and Canterbury;
- continue to position the Albany campus as the local university for the growing Auckland North region;
- continue to support the success of Māori and ensure ongoing relationships with whānau, hapō, iwi and Māori groups; and
- continue to provide focused support that meets the particular needs of Pasifika communities and strengthens our increasing ties with new migrant communities.

To forge strong partnerships, we will:

- work with all relevant stakeholders to look for new opportunities to develop partnerships that are of mutual benefit;
- continue to develop current partnerships with a focus on (and profiling) our broader areas of expertise;
• seek opportunities to be a cornerstone partner in major projects (whether in teaching, research, investment or business collaborations) so that we position ourselves as a significant contributor to decisions affecting New Zealand’s future; and
• monitor and evaluate our external connections to ensure that Massey continues to grow its reputation as a high-quality tertiary institution, with a particularly strong reputation for balancing theoretical knowledge with applied, practical knowledge, flexible learning, innovation and the ability to connect with all.

To strengthen awareness of the Massey story, we will:
• continue to promote a consistent brand through an integrated campaign;
• have a strong profile in New Zealand traditional media and social media and send the best of our stories to international media ensuring that the research and areas of specialisation of our talented academics are well communicated;
• continue ongoing partnerships with media and key stakeholders to enable us to develop a broader platform, including high-profile events, to facilitate debate on both national and global issues;
• develop a stronger focus on promoting Massey’s platform programmes and key areas of research expertise and specialisation;
• continue to develop and implement recruitment strategies and engagement strategies with schools and other stakeholders;
• ensure that current and potential students and staff are updated on advancements in teaching and communication methods which would allow, for example, elite athletes and New Zealand Defence Force personnel to pursue international careers while studying;
• deliver a calendar of distinctive, sustainable, well attended events that showcase the University’s key areas of specialisation and expertise, supporting the work of our colleges and the Massey University Foundation;
• communicate Massey’s strategies and successes in ways that instil pride within the University’s community of staff, students and alumni, equipping them to serve as informal ambassadors; and
• ensure that our communication embodies innovation and creativity and understands the future needs of its key stakeholders.

To take full advantage of opportunities, particularly those created by communication technologies, we will:
• embrace rapid advances in technology by being an early adopter of new developments to best advantage.
Internationalisation is central to Massey University’s strategy for the future. Throughout its history Massey staff, students and alumni have made contributions to New Zealand’s position in export markets and the global community, and our expertise has played a major part in growing New Zealand’s export-led economy. The new New Zealand is a small country with a world view. Our intellectual powerhouse and breakthrough thinking have helped to meet some of the world’s major challenges.

Massey is a “gateway” university. Our international activities reach out from New Zealand and into the country from offshore. Our international gateway ethos is at the heart of the University’s strategy, and its future prosperity.

As a gateway to New Zealand, Massey is highly attractive to global indigenous communities, international students, academics and research partners who want to engage with our world-renowned staff, our signature academic programmes, our areas of research expertise and our other collaboration partners. As a gateway to the world, Massey University plays a key role in taking the best of New Zealand to the rest of the world, by providing thought leadership, aligning our research, technical and educational capabilities with New Zealand’s export strategies, and working with exporters and New Zealand agencies in collaborative partnerships. We will develop a regionally differentiated approach to international engagement in support of New Zealand’s foreign affairs, aid and trade objectives, and continue to develop our own capabilities in the international arena.

In the next 10 years Massey’s international activities, both onshore and offshore, will be expanded significantly. As the engine of this new New Zealand, the thinking that powers this country’s innovation will be expanded to the world.

Through Massey University Worldwide (formed in 2014) we will partner with our clients and collaborators to build powerful, customised courses with relevance and impact for our global learners. They will be designed around real needs and outcomes and delivered through distance or race-to-face learning, and more often a unique blend of the two, developed with the benefit of Massey’s 50 years of experience.

We currently have courses operating with partners such as the World Bank, the Government of Singapore and the Royal Brunei Armed Forces. Massey University Worldwide will use breakthrough New Zealand thinking to create a unique learning experience for students across the globe, and significantly expand our overseas education delivery.

Qualifications will be delivered to students studying offshore by using combinations of online technology and blended learning methods. We will continue to develop education and research partnerships with selected offshore institutions in areas that add value to our reputation. We will build strategic alliances with universities, indigenous peoples and commercial interests around the world that support our international business development objectives. We will develop our international research and consultancy activities, and in particular grow the University’s portfolio of international development and aid projects.

In terms of our onshore internationalisation strategy, we will ensure that Massey students and staff continue to benefit from engaging with other cultures and being exposed to a globalised environment in a university that has a distinctive New Zealand and Asia-Pacific orientation. We are committed to promoting
the engagement of New Zealand students with ethnicities and cultures other than their own, to building strategic relationships with overseas institutions, indigenous peoples and governments, to growing our international student enrolments, and to supporting our international students by providing high-quality pastoral care and support whether they are studying on-campus or distance.

Internationalisation also extends to our alumni: having had the opportunity to experience a unique education with a distinctive Massey flavour, many now represent Massey in all corners of the world.

**To achieve our Internationalisation big goal, we will:**

- develop Massey University Worldwide;
- strengthen and develop key relationships that underpin our agenda for research excellence, broaden our sphere of influence and support researcher mobility;
- build international perspectives into our curricula;
- build our staff international capabilities;
- build our international student community, observing the agreed maximum ratio for students in taught programmes of 25 per cent (international) and 75 per cent (domestic), based on international benchmarking, to ensure that the experience of our student population is vibrant, diverse and global in perspective; and
- support our on-campus and offshore international students.

**To develop Massey University Worldwide, we will:**

- expand our education provision overseas through blended and distance delivery;
- develop and promote selected qualifications for delivery to students studying offshore by using combinations of online technology and blended learning methods;
- increase partnerships with selected offshore institutions, including from the Asia-Pacific region, to allow students to undertake part of their study towards Massey University qualifications offshore through these partnering institutions;
- build alliances and partnerships that support international business development and build reputation by association;
- develop new models for promoting our research;
- promote research and consultancy in blended and distance education; and
- grow the University’s portfolio of international development and aid projects.

**To strengthen and develop key international relationships that underpin our agenda for research excellence, broaden our sphere of influence and support research mobility, we will:**

- build research collaborations and exchanges that enhance the quality and breadth of our research and support the development of Massey researchers;
- review our current directory of research and collaborations to ensure that it reflects our key research priorities;
- launch the international, including global indigenous, dimension of the University’s Research Strategy and promote the contribution of research and enterprise to internationalisation;
- develop and implement a more targeted strategy for higher-research-degree student recruitment from those indigenous peoples and regions where we have strong, mutually supportive research relationships, for example India, China, the United Kingdom, Europe, South East Asia and the United States;
- build strategic partnerships with government agencies participating in international initiatives;
- partner with international businesses located in New Zealand; and
• participate in selected international events to promote and develop the international dimension of the Enterprise Strategy where it relates to research commercialisation and new commercial research development opportunities.

• **To build international perspectives into our curricula, we will:**

  • expand the provision of outgoing student exchange scholarships;
  
  • foster links with external cultural community associations and other agencies that also provide pastoral and social support to Pasifika, new migrants and international visitors seeking access to New Zealand’s tertiary education system; and
  
  • internationalise the academic environment and student learning experience with curricula that prepare students for life and work within a global community.

**To build our staff international capability, we will:**

• develop and implement professional development programmes for staff to build the skills needed to support international students and to embed international perspectives into the curriculum and its delivery;

• develop a transparent, systematic and incentive-based allocation of the revenue generated by international student recruitment;

• invest in IT infrastructure for leading-edge, technology-enhanced teaching, learning and distance delivery that is enabling of e-research;

• ensure a resource management system that recognises the need to invest in programme development for international education activities at all levels, and ensures the appropriate and systematic allocation of income generation to colleges and their constituent academic units, the International Office and other relevant supporting offices; and

• create a network of international business development services incorporating legal, finance, project management and contracting expertise to support the Internationalisation Strategy.

**To build our international student community, we will:**

• grow the international student entry opportunities across the calendar year and grow the September intake programme in particular;

• maintain an active presence in our key priority regions and ensure that each key region has an integrated, strategic engagement plan, with a particular focus on the Albany campus;

• align strategically with the marketing focus of New Zealand government agencies;

• build consortia relationships across research and postgraduate education with targeted universities;

• significantly increase foundation and articulation pathways (including English language preparatory programmes) to Massey for offshore and New Zealand-based international students;

• identify priority subject areas for international research collaborations;

• expand twinning, articulation and pathway partnerships and build a rich suite of intensive study-abroad offerings;

• benchmark our qualifications internationally and profile these accreditations;

• make strategic use of sophisticated e-marketing and social media;

• engage closely with alumni to foster and support our international relationships;

• develop research alliances with key international partners that support postgraduate student recruitment;

• build and promote world rankings in key areas of expertise; and

• ensure that our infrastructure and services are aligned with our internationalisation plans.
To support our on-campus and offshore international students, we will:

• provide equivalent levels of support and service for students studying on-campus, at a distance and in offshore locations, available 24/7/52;

• ensure that accessible accommodation, catering and other physical amenities available to international students are of an appropriate scale, standard and quality;

• provide vibrant and diverse campus environments, with buildings, infrastructure and services that support the needs of international students; and

• develop and sustain international research, teaching and consultancy activities through collaborations with institutions of compatible standing and disciplinary profiles.
BIG GOAL 5
RESPONSIBILITY

Te Aronga Manaakitanga

Our goal is to enhance our reputation as New Zealand’s defining university by contributing to an understanding of - and providing innovative responses to - the social, economic, cultural and environmental issues including those that affect tangata whenua.

As New Zealand’s defining university, Massey has a responsibility to act in ways that are consistent with building a future for our nation. Our staff and students are the conduit through which the institution engages actively and effectively with all our communities. They want to know that we take our social, economic, cultural, environmental and tangata whenua responsibilities seriously, and that we make positive contributions to issues of concern by supporting and valuing participation at individual, whānau, hapū, iwi and community levels. While we do much of this work through our research, teaching and interactions with partners, we also support a wider range of engagement activities without necessarily being fully aware of their value and benefits.

Our goal is to be recognised as a leading exemplar of a modern institution that excels in both thought leadership and responsive practice. As a university, we will stimulate national and international debate on major issues (for example sustainability, food security, water, the impacts of demographic change and the equity of educational provision) and corral our academic and physical resources to provide solutions to these problems. We will embed a commitment to addressing the “big global problems” within our research, teaching and wider academic goals, and by connecting our staff, students and alumni to both the issues and their resolution. Through our legacy connections with the land-based industries, and our engagement with the evolution of a new New Zealand, we are well-placed to both drive and support initiatives that address poverty, equity, health and wellbeing, and the advancement of sustainability, and to provoke informed discussions about the impacts of major demographic shifts on our current and future society. We are committed to taking the lead on issues where we have the knowledge, skills and experience to make meaningful contributions, and by making our expertise available to decision-makers and others who need help and advice.

To achieve our Responsibility big goal, we will work in support of five key drivers to:

• initiate debates on key issues and challenges with a view to producing meaningful agendas for action;
• share our knowledge and expertise by bringing people together for common purposes and working collaboratively on issues that affect the sustainability and quality of our society;
• create opportunities by bringing forward innovative, multi-professional, cross-disciplinary, multi-ethnic and tangata whenua groups to work on agreed issues and problem areas of national significance;
• make a difference by fostering and supporting a community of “common purpose”; and
• value whānau, hapū, iwi and community connections.

Building on our successful “call to arms” approach we will work with key global partners to select, provoke and foster topics for critical debate and host specialist fora to generate both commentary and plans for unified action that are respected and authoritative.

To share our knowledge and expertise, we will:

• promote the unique capabilities and expertise of Massey University staff and students across all campuses and to wider audiences both in New Zealand and internationally;
• develop new opportunities for effective knowledge-sharing and innovative problem-solving; and
• foster engagement models that support campus-wide participation in projects that contribute to framing and/or resolving the complex problems affecting our whānau, hapū, iwi, communities and society at large, as well as engage the digital citizens who align with Massey University through our various online portals.

To create opportunities, we will:
• provide resources to support groups developing responses to defining issues;
• provide resources to ensure the consolidation of those initiatives adopted at an institutional level; and
• recruit, develop and respond to key “grand challenges” presented by external partners that address issues of national and/or international significance.

To make a difference, we will:
• foster and support communities of common purpose so that all staff, students and alumni have opportunities to develop their understanding of the key issues and engage with problem-solving in novel and innovative ways that enhance their professional and personal development;
• work with a diverse range of partners among whānau, hapū, iwi, businesses, industries, government, the public and communities to ensure that we (collectively and individually) exert both influence and impact in an informed, sustainable and effective manner;
• acknowledge and build our commitment to Te Tiriti o Waitangi so that our support for the development of issues pertinent to Aotearoa New Zealand is embedded within kaupapa Māori; and
• strengthen our links with international centres that share a commitment to these same goals.

To value both community and connections, we will:
• promote and value citizenship and leadership in Massey University staff, students and alumni as expressed and realised through, for example, volunteering in the whānau, hapū, iwi and communities they support, with whom they engage and from which they benefit;
• invite and deploy staff, student, partner and alumni expertise in response to a range of issues that serve to address poverty, to enable equity of provision in health-care, to facilitate wellbeing and to advance our understanding of and engagement with sustainability;
• exercise our role as the “voice and conscience of society” and provide for informed debate and discussion about tangata whenua cultural and societal developments in New Zealand and in kindred communities;
• extend the knowledge management and transfer capabilities of key groups to ensure that we adapt and capture key learning outcomes from these whānau, hapū, iwi and community-focused endeavours into our curricula, our teaching and learning, and our professional development programmes;
• ensure that mana whenua, our staff and students are appropriately recognised for their roles in developing our three campuses and the surrounding communities; and
• ensure that we promote the resources available through our staff, students, alumni and facilities more effectively and to a wider audience.
BIG GOAL 6
GENERATING INCOME
Te Whakatipu Rawa

Our goal is to significantly increase our income and improve our financial position to allow for more investment to enable the University to achieve its goals.

To be acknowledged as New Zealand’s defining university and as a world leader in higher education and scholarship, we need to shore up our financial base to continue to embrace the challenges and opportunities of the future while continuing to deliver benefits to all our stakeholders in New Zealand and around the world. Increases in our funding reserves will be required to secure our facility to pursue our goals and to chart an independent course for our future.

Generating an appropriate operating budget surplus has become vital for the University to build the resource base required to invest in the future, including long-term capital investment so that we can upgrade, refurbish and develop new infrastructure and, importantly, reward our staff financially. Massey University also needs to become less vulnerable to the changes in public funding and adopt the entrepreneurial model of the 21st century university. This will also require closer relationships with our alumni, community, whānau, hapū, iwi, industries and businesses.

To achieve our Generating Income big goal, we will:

- diversify our revenue base to generate income while reducing our exposure to risk through economic change;
- control our costs through smart strategies, to ensure that we deliver services efficiently and effectively; and
- manage our balance sheet effectively by optimising asset performance, renewing our infrastructure to meet need, leveraging our assets to drive value and managing our liabilities.

To diversify our revenue base to generate income, we will:

- develop business opportunities that build on our core strengths by embracing and supporting innovative approaches to diversifying our business models and associated revenue base, including professional and continuing education offered through PaCE, research and consultancy through our research centres and colleges, commercialising our intellectual capital and increasing our return on commercial and business operations;
- develop and implement frameworks that provide incentives to raise revenue;
- realise opportunities for revenue growth through the active implementation of Massey University Worldwide and the Internationalisation Strategy;
- increase our research funding from the Performance-Based Research Fund, other government sources and international sources;
- explore opportunities for further research revenue through contracts with whānau, hapū, iwi, government and non-government organisations, in accordance with our Research Strategy and the activities evolving through Massey Enterprise;
- ensure that our fees are appropriate for the quality of the educational experiences we deliver;
- increase linkages and maximise donations and investment opportunities to raise funds for research, scholarships and other strategic projects, particularly in partnership with our alumni through the work undertaken by the Massey University Foundation; and
• promote intellectual property commercialisation through Massey Ventures Ltd, with seed funding secured through partnerships with other organisations.

To control our costs through smart strategies, we will:

• clearly align budgets with the University strategy;

• continue to implement procurement policies to ensure that purchasing decisions favour products that are fit-for-purpose and that the best value in purchases and contract negotiations for the University is achieved;

• ensure that poor quality expenditure is avoided and/or eliminated through effective policy design;

• ensure that managers are financially literate and make prudent choices in the expenditure of University funds; and

• re-engineer business processes to secure both value and cost-saving opportunities.

To manage our balance sheet effectively, we will:

• restructure our information base to support performance improvement and develop an information base of financial and non-financial performance indicators for every part of our business, which will be benchmarked to enable us to compare our performance with those of peer organisations;

• invest capital in high-priority areas and ensure that surplus cash is invested and generates appropriate returns;

• ensure that utilisation of buildings is optimised and that non-productive/non-strategic assets are disposed of and the resources reallocated for more beneficial use;

• lease buildings and facilities to commercial interests;

• meet or exceed the Tertiary Education Commission’s (TEC’s) balance sheet targets;

• continue to implement the Treasury Framework to invest funds and related assets to achieve the best overall rates of return;

• leverage assets appropriately to meet or exceed agreed hurdle rates for financial returns and ensure that each dollar of current assets offsets every dollar of current liabilities; and

• ensure that risks are prudently managed and audit recommendations cleared expeditiously.
BIG GOAL 7
ENABLING EXCELLENCE
Kia Tuawhiti

Our goal is to provide the best working and academic environment for our staff and students.

As the engine of the new New Zealand, Massey University is an innovative, bold and enabling organisation. Demonstrating these attributes requires us to develop a culture where ideas are valued and where our students are supported, challenged to succeed, and provided with opportunities to develop knowledge, skills, capabilities and experiences that prepare them for their future as global citizens.

We need to develop a culture where our staff have the capabilities, motivation and necessary authority to lead the way in teaching and research, and where our shared services for students and staff are among the best you can find. Massey is a university where smart investments in contemporary new technology, facilities and learning spaces provide pragmatic solutions that are aligned to the achievement of excellence in service and academic performance. Our desired culture will inform the way we design the systems and services that support our staff and students, and in turn our services and systems will support that culture.

To achieve our Enabling Excellence big goal, we will:

- ensure that our infrastructure and campuses reflect and provide for our world-class aspirations, our multi-cultural and cosmopolitan student population, a vibrant campus life and modern and future-focused physical and technological developments while protecting our heritage and culture.

To enable our staff, we will:

- streamline our systems and processes so that decisions can be made faster and closer to those affected by them. We will have a culture where we:
  - devolve decision-making authorities so that decisions get made in a timely manner and at the appropriate level;
  - give our people easy access to useful information for better, faster decision-making;
  - e-enable routine processes so they are easier, faster and more effective, and available 24/7/52; and
  - equip staff and managers to create safe and healthy work environments.

- build capability through leadership, management and efficient professional services so that barriers to performance are removed and enablers are in place to achieve excellence. We will:
  - work with our managers and staff to build a capability framework that defines both the roles and the University’s expectations of managerial leaders;
  - recruit and induct all managers against these expectations;
  - hold our managerial leaders accountable for these expectations;
• support success in the roles through ongoing professional development to achieve and maintain a standard of excellence in management and leadership; and

• foster a culture where inductions and training opportunities, including leadership development, are truly utilised by staff members (including managers and emerging managers).

• support our academic staff to be well equipped to deliver on the University's promise to our stakeholders in our areas of signature strength. We will:

  • ensure that leaders in their areas of specialisation are employed by Massey;
  
  • give early career academics the opportunity to undertake a structured curriculum under a new Early Career Academic Programme, which integrates the diverse aspects of academic life and practice and will set up our academics for long and successful academic careers;
  
  • operate to a 21st century definition of what it means to be an academic, and have promotion criteria that reflect this with processes that expedite promotion decisions; and
  
  • develop our service culture and capabilities.

• enable our academic community to excel. We will:

  • conduct service experience surveys that ask those using University services, “How are we doing?” and “How can we do better?”;
  
  • provide professional development offerings and career planning resources that enable service staff to develop their professional capabilities; and
  
  • embed a service culture through service-excellence training and continual improvement processes.

• encourage high standards of personal, team and University performance and motivation. We will:

  • align our pay and recognition systems to support the values, behaviours and discretionary effort that are vital to achieving the University's goals;

  • support our people's development to achieve higher levels of performance while also developing a culture of accountability and consequences for non-performance;

  • develop a widespread culture of recognising the contributions of staff, including formal and informal recognition and awards; and

  • create a culture of openness, togetherness and thinking of the University as "one team"; and

• enhance the quality of dialogue: between academics and professional services staff; between management and staff; and between the University and its diverse stakeholders – so that our activities are focused and value adding, reflecting a deeper understanding of each other's aspirations. To support this, we will:

  • embed the use of staff survey results to inform solution-oriented actions at all levels of the University;

  • enhance our capability to facilitate conversations about things that matter to Massey staff and the University and with our stakeholders; and

  • widen and deepen our connections with stakeholders by developing our people's confidence in communicating in relevant and meaningful ways.
To enable our students, we will:

- continually develop and improve student learning and life services on-campus and for distance students in line with feedback from the student body;
- ensure that our academic programmes prepare students as digitally literate, work ready, internationally aware and socially responsible;
- embed our core values of creativity, connectedness and innovation in all of our academic programmes and wider student experiences;
- increase connectivity through a media-rich, technologically-enhanced and future-focused student learning environment, including continuing to improve the online enrolment system and advice to students on qualification and enrolment planning;
- further develop systems for comprehensive engagement with the student body to encourage their involvement in academic decision-making;
- improve our responsiveness to student feedback through surveys, student forums and other forms of engagement and evaluation;
- actively enhance career and employment outcomes for students by developing a new, integrated approach to applied learning, scholarship support, career and employment advice, guidance, learning support and services throughout the student engagement lifecycle;
- strengthen our pastoral care services for students, recognising diversity within the student body;
- strengthen student clubs, societies and cultural groups and the support with which they are provided;
- provide experiences for students that, combined with their learning programmes, help to make them better global citizens and contributors in the workplace; and
- provide facilities for students that enhance their learning, living and life experiences.

In the next 10 years our campus development infrastructure will create physical and virtual environments for our on-campus and distance students. To provide the facilities, infrastructure and services that enable our campus environments to reflect the world-class university that Massey aspires to be, we will:

- ensure that students have access to world-class on-campus and online learning spaces and environments;
- provide campus and online environments that are safe and connected, and where staff and students are provided with future-focused environments in which to work, communicate and experience healthy work practices;
- continue to enhance the quality of our facilities for staff and students, and develop future-focused facilities that help to define our character;
- provide an integrated, collaborative, visual and intuitive IT environment that significantly improves the experience and efficiency of students and staff;
- ensure that we develop new-generation spaces, facilities and virtual environments for all staff and students on-campus and at distance that are appropriate for our future learning, research and entrepreneurial activities and reflect our history and culture;
- provide sport, recreation, wellness, accommodation, social and cultural services to support our students and staff in their endeavours; and
- provide staff and students with fit-for-purpose, safe, healthy, comfortable, culturally responsive, aesthetically pleasing and sustainable environments that are great places to work, learn and play. To achieve this, we will:

  - update our campus development plans to support our academic, research, enrolment and social responsibility strategies for each campus and our online campus;
• continue to enhance our online learning systems and services to support students studying at distance, throughout New Zealand and around the world;

• align and enhance campus services, coordinate and improve campus communications and operations, and prioritise investments in services, buildings, facilities and infrastructure on all campuses in line with the University’s academic development, social responsibility and capital asset management plans;

• develop new, innovative facilities to support our Albany campus growth plan;

• continue to ensure the effective and flexible use of all spaces on each campus to achieve best value for our investment in physical infrastructure;

• progress capital development projects in line with the University’s Ten-year Capital Plan and strategic investment priorities, including those relating to health and safety and requirements for seismic strengthening or buildings;

• invest in campus and online infrastructure that will enhance the learning, living and life experiences of all students;

• ensure that campus developments provide a welcoming and supportive environment;

• enhance the environment and facilities for postgraduate students;

• ensure that campus environments are based on models for social cohesion, cultural expression, health and environmental sustainability; and

• use design thinking in creating and redeveloping teaching spaces in all our campuses.

Our online and physical campus development plans include:

• Distance:

  • continue to develop the online learning (Stream) environment as an innovative, future-focused learning, communication and information-sharing environment for all students, wherever they are studying;

  • enhance online services for students studying at distance, nationally and internationally;

  • improve access to online services, including towards 24/7/52 provision;

  • develop physical hub locations to enable distance students to meet and be supported in-person, and to augment the services available online; and

  • continue to develop online collaboration tools to support international online learning as part of Massey University Worldwide.

• Manawatu campus:

  • redevelop the University’s veterinary and animal sciences complex as an innovative, world-leading veterinary and animal sciences complex;

  • complete the restoration and seismic strengthening of the Sir Geoffrey Peren, Rectory and Tiritea House heritage buildings as part of the University’s heritage precinct;

  • complete developments required for the relocation of the Institute of Education from Hokowhitu to Turitea (Manawatu), including the new facilities for the colleges, postgraduate students and the library;

  • continue the ongoing programme of work upgrading facilities for the College of Sciences to provide new-era science facilities and equipment;
• reinvest proceeds from the sale of the Hokowhitu campus in new-era, future-focused facilities on the Manawatu campus;
• implement campus developments as part of the Food HQ super-campus development plan;
• progress the development of a new sporting complex in conjunction with local and national sporting organisations;
• identify appropriate outdoor art sites so that art can contribute more fully to a sense of belonging for our students and staff;
• continue to develop and enhance the refurbishment of students’ accommodation to meet the needs of modern-day students; and
• identify marae and fale opportunities to meet the needs of a growing Māori and Pasifika staff and student body.

• Albany campus:
  • develop the Albany campus as the Innovation Hub for the Auckland North region, including the development of innovative facilities connecting science, technology and business to create a unique Innovation Campus at Albany;
  • develop collaborative partnerships with whānau, hapū, iwi, industries, the private sector and public agencies, reflecting our plans to collaborate and connect in innovative ways;
  • align our intentions to grow the campus with the forecast for population growth in the region, recognising both the emphasis on student diversity and the need for improved utilisation of current space;
  • complete the current space reallocation to provide a platform for growth based on the new college and campus organisational arrangements;
  • develop new on-campus student accommodation facilities and supporting infrastructure and services that will reflect the University’s position as an innovative, connected, cosmopolitan campus that is highly attractive to students from all around New Zealand and the world;
  • implement plans for the development of a new Innovation Sciences complex in the West Precinct in support of the Albany growth strategy;
  • continue to work with Auckland Council, and the Auckland Tourism Events and Economic Development agency in particular, to develop a transport hub on-campus; and
  • identify appropriate facilities to meet the needs of a growing Māori, Pasifika and particularly new migrant staff and student body.

• At Wellington campus:
  • continue to consolidate the Wellington campus around the new campus heart created by the new Creative Arts building and the redevelopment of the student services building;
  • complete the upgrade and redevelopment of the library in four phases;
  • complete the relocation of Public Health research centres to the main campus; and
  • refurbish the Kuratini Marae.

• Other infrastructure developments include the upgrade of teaching and learning facilities on all campuses, including libraries. We will:
  • improve our library services and programmes for blended and distance students;
  • improve the quality and variety of state-of-the-art learning spaces to meet students’ future learning and study needs;
• strengthen our electronic collections, especially for the needs of research and e-research; and

• develop a strategy and processes for offering library support to students undertaking our offshore international courses, and extend our contribution to the Massey Institutional Repository (which currently holds e-theses) to include full texts of research papers, reports and other publications.

• Providing an integrated, collaborative, visual and intuitive IT environment that significantly improves the experiences and efficiency of students and staff. We will:

  • create a working environment that attracts people to work and study at Massey;

  • ensure that the University can confidently plan for and react to changing business requirements for data and information management;

  • excel in collaboration and engagement by implementing productivity tools, and enable collaborative partnerships by removing distance as a consideration from everyday activities;

  • make a significant investment in equipment, staff and fundamental infrastructure, knowing that the stakes are high in relation to business continuity, reputation, confidence and security, and remaining as a trusted partner in our work with other organisations and institutions;

  • develop a digital strategy that recognises the interconnectedness of everything and the overwhelming move to consumer-driven IT enablement; and

  • ensure a right-sized, reliable and fit-for-purpose solution for a possible large-scale, unmitigated failure in IT equipment; and

• Other campus developments relating to cultural aspects, which include:

  • partnership through the Massey University Foundation as part of the Heritage Project to raise funds to develop the Refectory Building. This building is part of the Massey heritage precinct, which also includes the Sir Geoffrey Peren Building, the Old Registry building and Intea House;

  • the acknowledgement of Māori as the tangata whenua in our society by affirming te reo Māori, and the profile of Māori culture, and developing marae on all three campuses; and

  • creating facilities that reflect the diversity that staff and students bring to our university and nation.
DELIVERING THE STRATEGY

Shaping the Nation informs the University, at a high level, about our aspirations and how we will achieve our goals and objectives. After the publication of this strategy other areas of the University, whether colleges or shared services, will produce their own specialised sets of sub-strategies that will be informed by Shaping the Nation. The sub-strategies will also, in time, inform the updates of Shaping the Nation. These strategies can be found on the Strategy and Research website.

Shaping the Nation and the related sub-strategies will be executed through a number of operational plans (mostly, but not limited to, annual plans). The Consolidated Annual Plan forms the basis of the planning and execution of this strategy, while the Quarterly Performance and Risk Framework will monitor, assess and report on our progress against the strategy. These reports inform the Senior Leadership Team, our Council and our staff about our performance throughout the year.

This strategy will also inform our negotiations with the TEC through our Investment Plans. In 2014 we will prepare a new Investment Plan that will guide us from 2015 to 2017. Through this new Investment Plan round, we will engage in negotiations with the TEC about our funding levels, targets and performance expectations.

To achieve our vision and mission, and to realise our big goals as we progress on the road to 2025, we will need to ensure that our staff are engaged in this strategy and understand the direction we are taking. In order to accomplish this, we will communicate the strategy through our Senior Leadership Team and their reporting lines. We also need to ensure that the sub-strategies and operational plans are aligned to Shaping the Nation and that we have the right resource allocations to deliver our plans.

Our conversation about the future will continue throughout the year; it is very important to keep our dialogue alive. Strategies change over time with the changing forces of the external and internal environments. This is a living document. We believe that the expertise we need to deliver this strategy and to have positive impacts on how we perform as a university of the 21st century will come from our staff. The Strategy and Research team will play an important part in this new context.

Strategy and Research is a new team focused primarily on supporting strategy development, strategic planning processes across the University, a better alignment of financial and non-financial resource allocations to deliver this strategy and the production of research that informs and supports evidence-based decision-making. This team is available to support you and your unit in understanding and translating Shaping the Nation into your plans, and to engage with you in a meaningful dialogue about our strategy and direction. We think this is an exciting time for all staff to make a contribution to our future, and to the future of the new New Zealand.
GOVERNANCE AND MANAGEMENT

UNIVERSITY COUNCIL MEMBERS

Chancellor
Chris Kelly, MVSc, MACVSc

Pro-Chancellor
Michael Ahie, BBS (Hons)

Vice-Chancellor
Hon Steve Maharey, CNZM, BA, MA (Hons)

Members appointed by the Minister of Education
Dr Russell Ballard, CNZM, BAGrSc, M AgrSc, PhD Florida, FNZIM
Michael Ahie, BBS (Hons)
Alastair Scott, BBS GradDipBusStuds, AMINZ
Ben Vanderkolk, LLB Canterbury

Elected member of academic staff
Associate Professor Grant Duncan, MA, PhD Auckland

Elected academic staff of the Academic Board
Professor Tony Signal, BSc, PhD Adelaide
Professor Cynthia White, BA (Hons), PhD, DipTESL Wellington

Elected member of general staff
Fiona Coote, GradDipBusStuds (BusLaw), DipArts (Hist)

Massey University Maori student member
Nitika Erueti-Satish

Massey University internal student member
Vacant

Massey University distance student member
Ralph Springett, BA (Hons)

Elected members from the Court of Convocation
Lesley Whyte, J P, MBA, MInstD
Bruce Ullrich, OBE, BCom Canterbury, MBA, ACA (Hons), FinstD (UK), Hon Professor (Shanxi University of TCM) and (Beijing Open U)

Council appointees on the nomination of the Vice-Chancellor
Kura Denness, MBA, CA
Chris Kelly, MVSc, MACVSc
**SENIOR LEADERSHIP TEAM**

**Vice-Chancellor**
Hon Steve Maharey, CNZM, BA, MA (Hons);

**Deputy Vice-Chancellor**
Professor Robert Anderson, ONZM, M AgrSc, PhD Cornell, DDA, FNZIAS

**Pro Vice-Chancellors (Colleges)**
Professor Theodore (Ted) Zbmn – Business, BA Charleston, MA Kentucky, PhD Kentucky
Professor Claire Robinson – Creative Arts, BA (Hons) Victoria, BDes Wellington Polytechnic/ Victoria, PhD
Professor Paul McDonald – Health, BA (Hons) Waterloo, MA Western Ontario, PhD Waterloo, FRSPH, MRSNZ
Distinguished Professor Paul Spoonley – Humanities and Social Sciences, MA Otago, MSc Bristol, PhD, FRSNZ
Professor Robert Anderson – Sciences, ONZM, M AgrSc, PhD Cornell, DDA, FNZIAS

**Assistant Vice-Chancellors**
Cas Carter – External Relations, BScSci Waikato, MA Applied Wellington
Rose Anne MacLeod – Strategy, Finance, IT and Commercial Operations, BCom Auckland, MBA, CA, FCPA
Dr Selwyn Katene – Maori and Pasifika, BA (Hons), MA, MPM Wellington, PhD
Alan Davis – People and Organisational Development, LLB Canterbury, MBA Wellington
Professor Brigid Heywood – Research, Academic and Enterprise, BSc (Hons) Manchester, PhD Liverpool
Stuart Moriss – Operations, International and University Registrar, B AgrSc, DipBusStuds, MPP Wellington

If you are interested in discussing the strategy in Shaping the Nation, please contact:
Hon Steve Maharey
Vice-Chancellor
Private Bag 11222
Palmerston North 4442
Telephone +64 6 356 9099 ext 83058
s.maharey@massey.ac.nz

Rose Anne MacLeod
AVC Strategy, Finance, Information Technology and Commercial Operations
Private Bag 11222
Palmerston North 4442
Telephone +64 6 356 9099 ext 83058
r.a.macleod@massey.ac.nz

Rossana Couto-Mason
Manager, Strategy and Research
Private Bag 11222
Palmerston North 4442
Telephone +64 6 356 9099 ext 84340
r.g.couto-mason@massey.ac.nz