THE ROAD TO 2020
TE ARA WHAKAMUA
NEW ZEALAND’S DEFINING UNIVERSITY
2013 UPDATE
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Vision
To be New Zealand’s defining University and a world leader in higher education and scholarship.

Mission
To define the future of our nation and to take what is special about New Zealand to the world.

Values
Create, innovate, connect.

Front cover image: Star gazing at Manawatu River.
In recent years New Zealand’s place in the world has changed; a new New Zealand is emerging.

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

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

Increasingly there are opportunities for Massey University to help facilitate taking New Zealand’s expertise to address challenges in other parts of the world.

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

Today the University has a well established reputation for outstanding teaching and research grounded in real-world issues. We are New Zealand’s national university, with three campuses and a distance education programme through which we teach more than 33,000 students from more than 100 countries. We have an excellent record of engagement with all our communities, and are proud to support educational opportunity in New Zealand and around the world.
**A UNIVERSITY FOR THE FUTURE**

We are committed to enhancing student access to the University’s academic programmes through ensuring relevance and quality while continuing to embrace digital technologies. Through these academic programmes and in the application of the Massey University Teaching and Learning Framework, our students will develop the graduate attributes of creativity, innovation and connectedness that will enable them to take advantage of the opportunities afforded by the workplace of the future.

In the next decade, our reputation for supporting and adding value to New Zealand’s land-based industries will see the University continue its contribution to the global agenda for food security, develop sustainable resource management strategies and advance precision agriculture. A new “smart thinking” approach to the use of our nation’s natural resources means that Massey is also well placed to lead in the sustainable use of biological and natural materials, and to advance exports of foods, nutraceuticals and other high-value post-harvest products. The global human population is expected to reach 9 billion by 2050. Currently, agri-food accounts for $24 billion of exports and about 10 per cent of the total employment in New Zealand. If New Zealand is to achieve a standard of living to which its citizens aspire by 2025, the real value of its food exports must treble to about $60 billion per annum. Massey University has led innovation and creativity in the agri-food sector for decades. But the challenges that lie ahead will demand a concerted commitment to partnership and cooperation across all facets of the sector. As an example, this year we will be working closely with our research and industry partners in the Fitzherbert Science Centre to expand collaboration of the Agri-food Innovation Cluster as an integrated campus at Manawatū. Of course, the significant contribution to the national economy from the fibre industries – wool and forestry – will also require a similar commitment to growing national prosperity. Massey is committed more than ever through its engine of the new New Zealand initiative to offer research and learning opportunities that secure added value to the nation’s land-based industries.

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

As New Zealand’s leading provider of a tertiary creative arts education for 127 years, the College of Creative Arts is working alongside the private and public sector to lift the performance of New Zealand businesses, industry and public services through design thinking and research.

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

**OUR STRATEGY TO 2020**

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

The strategy is founded on the values of creativity, innovation and connectedness. With a record of providing one of the most comprehensive teaching and research programmes of any university, we have identified our signature platforms and campus profiles. Our signature platforms, as our areas of academic strength, define the contribution that Massey wants to make and also inform future portfolio planning and development. In the past year, Massey has progressed the most recent reforms of our academic structures to include a new College of Health alongside the Colleges of Business, Creative Arts and Sciences, and form a new Institute for Education within the College of Humanities and Social Sciences.

During 2012 we made significant progress in the work needed for the University to meet its goals – and reflecting this, the 2013 update of The Road to 2020 seeks to further consolidate and build on the progress we have made. Massey’s research community will continue to be strengthened with the implementation of the Research Strategy and informed by the Tertiary Education Commission (TEC)’s 2012 Performance Based Research Fund (PBRF) assessment. Massey Enterprise initiatives will also be a focus through the advancement of our new commercialisation model. The reforms of our academic structures will continue and our commitment to lifelong learning will be enhanced through the implementation of a number of strategies including our applied learning strategy, our digital teaching and learning strategy and mechanisms such as the Distance Education and Learning Futures Alliance. Internationalisation has emerged as a Big Goal affirming our commitment to take Massey to the world through the implementation of the University’s Internationalisation Strategy. Massey’s reputation will continue to be demonstrated and enhanced with further plans to strengthen connections with national and international partners. Continuing to meet our goal of acting responsibly, Massey will promote the University’s knowledge and expertise and will continue to identify opportunities for our staff to provide innovative responses to identified issues of national and international significance. Our work continues on diversifying our revenue base and improving support for staff and students, especially in information technology (IT) and campus infrastructure.

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

All the best for the year ahead.

Ka rere atu ngā mihi manahau mō te tau nai

Steve Maharey
Vice-Chancellor

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1 Massey University 2012-2014 Research Strategy
2 Performance Based Research Fund administered by the Tertiary Education Commission of New Zealand which assesses the research performance of tertiary education organisations and funds them on the basis of their performance.
3 Massey University Internationalisation Strategy 2011-2015
THE SEVEN BIG GOALS FOR MASSEY UNIVERSITY

**RESEARCH AND SCHOLARSHIP**
We will promote the highest standards of research and scholarship and be a world leader in our areas of specialisation.

**TEACHING AND LEARNING**
We will ensure an exceptional and distinctive learning experience at Massey for all students.

**CONNECTIONS**
We will strengthen our connections with local, national and international partners and stakeholders, creating mutual benefit.

**INTERNATIONALISATION**
We will take Massey University to the world so that our students, whether studying onshore or offshore, experience a unique education with a distinctive Massey flavour, and our academic community is engaged in knowledge-sharing with scholars and researchers from all parts of the globe.

**RESPONSIBILITY**
We will enhance our reputation as New Zealand’s defining university by contributing to an understanding of, and innovative responses to, social, economic, cultural and environmental issues.

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

**ENABLING EXCELLENCE**
We will provide the best working and learning environment for our staff and students.

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RESEARCH AND SCHOLARSHIP

WE WILL PROMOTE THE HIGHEST STANDARDS OF RESEARCH AND SCHOLARSHIP AND BE A WORLD LEADER IN OUR AREAS OF SPECIALISATION
**ASSOCIATED GOALS:**

- Implement the Massey University 2012-2014 Research Strategy, which focuses on excellence, academic leadership and engagement.
- Promote and build on the key areas of research excellence identified in the TEC PBRF 2012 assessment exercise.
- Develop a stronger international dimension to the 2012-2014 Research Strategy which frames more clearly how we might best add value to, and gain support from, a portfolio of international relationships that is rich with potential.
- Build, foster and support creative collaborations with other universities, research institutions and businesses both in New Zealand and internationally to promote knowledge exchange and underpin innovation so that we are recognised as the partner of first choice.
- Advance sustainable centres of excellence in our defining areas of research specialisation that enable meaningful contributions to the economic and social development of New Zealand and to other communities globally.
- Develop postgraduate research programmes that benchmark to international standards and attract an increased number of higher research degree students to work with Massey academics.
- 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.
- Promote and extend our engagement with academic scholarship to ensure that it is relevant to the 21st century.

Professor Steve Stannard and Plant and Food Research scientist Dr Roger Hurst found athletes who eat blueberries recover faster from exercise.
Massey was founded as a research-led university allied to the land-based industries of New Zealand and to the innovative care and management of our natural resources. Our research pedigree in agri-food, veterinary medicine and sciences and engineering is now internationally recognised and through these endeavours we are now connected with research institutions, industry and businesses around the globe. Our contributions to New Zealand’s social well-being and to environmental policy have been fostered through research excellence in social sciences, health studies and humanities which also underpins our leadership in Māori knowledge development. With more than 125 years of accumulated experience, the authority of our research in the creative arts is unrivalled in New Zealand and recognised for its fundamental contributions to both the cultural and commercial narratives of this nation.

Our research and scholarship will be advanced if we excel in all the research areas we support and are acknowledged as world leading in our key areas of specialisation. With this in mind, we will continue to build and extend our focus on contributing to those endeavours in which our major research strengths can help meet the social, economic and cultural needs of New Zealand and its key global partners. We will seek to share and exchange knowledge in a variety of ways and be a major player in the innovation matrix that underpins the growth and prosperity of our nation.

Massey is identified as a unique provider of tertiary education in New Zealand through the provision of academic programmes that are informed by internationally recognised research and scholarship. Across all disciplines, the curriculum and the pedagogies that support our teaching and learning are enriched by the outcomes of active research projects, case studies and proven exemplars drawn from research initiatives undertaken with a diverse range of partners and collaborators. Our commitment to effective and meaningful knowledge translation extends well beyond a connection with teaching and is evident across a growing range of research-supported activities. We will continue to develop entrepreneurial modes of working that utilise both our researcher expertise and other institutional resources. Our aim is to sustain an environment where research and scholarship thrive, standards are constantly raised and academic citizenship, both in disciplines and in geographical location.

BUILDING A RESEARCH COMMUNITY
These priorities are behind Massey’s determination to strengthen our place as a world-class university; we aim to achieve a top-100 place in relevant global rankings by 2020 particularly in recognition of the specialist areas where we can evidence competitive critical mass, such as food and nutrition, human health and wellbeing, agri-technology, solution-oriented design, 21st century citizenship and adaptive socio-cultural behaviours, natural hazards and resource management, and professional and postgraduate education. Massey will also engage to provide research-informed support to business and industry with an emphasis on economic sustainability, leadership, communication and innovation for growth that aligns with our proven capabilities in agri-food business, finance and media and communications.

The foundation for these institutional ‘beacons of excellence’ will be the nurturing and growth of sustained research excellence and exemplary academic scholarship at discipline and subject levels. Going forward the challenge for Massey is to manage research performance at individual and unit levels to enable high-quality, internationally recognised outcomes from our investment in researcher support. We aim to see all our research outputs appropriately benchmarked for excellence and impact, and valued by those who can make best use of the outcomes of these endeavours.

This will enable us to offer our students an excellent ‘research-rich’ education, with access to experience and qualifications that align well with the future needs of New Zealand and the graduate employment markets at home and abroad.

STRATEGY
Fostering 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 whilst also focusing on longer-term research goals. A key element of our on-going success will be the sharing and translation of the outputs and outcomes of our research into exploitable intellectual capital. Our priorities in achieving our research-led mission are to:

• assemble a critical ‘competitive mass’ of key disciplines, staff and facilities to enable academic performance excellence
• develop, build and maintain creative collaborations and innovative partnership models
• foster ‘effective concentrations’ 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
• adopt flexible working structures that enable good discipline-based scholarship and recognise and promote the mechanisms required to underpin research selectivity
• ensure that institutional resources are focused on demonstrable research excellence given that no single institution can be ‘all things to all research’, and that we need to be discerning in determining our investment priorities
• create the opportunities for those entrepreneurial practices that drive knowledge transfer and add value to the social, economic and cultural dimensions of New Zealand life
• harness the dynamics of research and scholarship to build a stronger ‘one-university’ culture and robust academic citizenship, both in disciplines and in geographical location.
Massey also aims to be a leader in the genesis of new knowledge and innovative practices that create and add value to all levels of business and industry, support evidence-based resource deployment at local and national levels and enrich the cultural and social dynamics of our evolving communities and publics.

We will:

• nurture and recruit scholars who are acknowledged leaders in their fields and/or specialisms of endeavour
• foster excellence in subject areas important to New Zealand and, where we can, recruit, retain and develop high-quality staff and students
• collaborate with partners from other universities, research institutes, businesses and community groups that can contribute to, and benefit from, an engagement with our research and researchers
• celebrate and support intellectual creativity and academic innovation to ensure effective and purposeful knowledge translation.

We need to sustain an environment where innovative research and functional scholarship thrive.

In 2013 we will:

• advance the development and promotion of creative design and cutting-edge materials science, so that Massey is recognised by government, businesses and industry as the leader of design innovation research across New Zealand and our connections to other world-leading centres of design excellence are strengthened
• promote the new pilot plant food processing facilities on our Palmerston North campus, as part of our contribution to the New Zealand Food Innovation Network¹ and build on the links forged between for example, Manawatū’s Agri-food Innovation Cluster, the Hawke’s Bay Regional Council, Venture Taranaki and other agencies supporting economic development in New Zealand and further afield
• consolidate our relationships with existing Crown research institutes and with the new entities being fostered to better serve New Zealand; Callaghan Innovation for example
• develop a stronger Māori research focus in each college and create an indigenous peoples research centre
• utilise the new college structures to advance our focus on those research-led specialisms where Massey can evidence competitive critical mass
• develop research strategies to underpin the new College of Health and new Institute of Education
• deepen the entrepreneurial capabilities of the Massey community so that we are confident of being a key player in the New Zealand innovation agenda.

¹ The Food Innovation Network is a government initiative that aims to reduce barriers to new product development by providing independent, food-safe and export-accredited open access facilities for product testing. It has four regional hubs, in Auckland, Waikato, Palmerston North and Canterbury.

We will use the results of the TEC’s 2012 PBRF assessment to guide our decision-making on future research investments. This will build on our identified academic strengths while constantly monitoring progress in emerging and growing areas to ensure that we are responsive, flexible and adaptive to the needs and challenges of a modern society. Where we identify new strengths, we will nurture and support their potential. We will gauge our success according to measures such as:

• benchmarked calibrations of the quality of our published works by peer and expert communities
• invitations to address key international conferences in all disciplines
• the number of prestigious awards our staff and research groups receive
• the strength of our partnerships with the public and private sectors through externally funded scholarships and sponsorships
• increases in our research and development income
• the national and international eminence of staff who act as advisers and spokespersons on matters of significance
• the demand for our undergraduate and especially postgraduate students.

We will recognise and reward our staff in ways that reflect the importance of these measures.

As a major contributor to advanced Māori scholarship and Pasifika research, we will continue to develop programmes that are relevant to and valuable in the post-settlement era. Through the revised strategy for Māori research (‘Kia Marama’) we will continue to focus on indigenous knowledge and Māori development, with an emphasis on sustainable economics and ways in which whānau wellbeing might be promoted and sustained through policies and programmes. The new College of Health will be important for this work, alongside the new unit for Māori Business and Leadership in the College of Business and a renewed focus on Māori research in each college.

We will also recognise our responsibilities in the Pacific through an updated Pasifika@Massey plan and dedicated support for research that offers economic, health and socio-cultural benefits for Pacific peoples, all under the umbrella of the new trans-college Pasifika research consortium.

Meanwhile, research projects with national and international partners – unique combinations of expertise and facilities in pursuit of a common goal – will enable us to contribute to the ‘grand challenges’ of our age, such as food security, climate change and economic resilience. Our success will focus on optimising key relationships with world-leading partners who value their associations with us because of the quality of our work and our proven ability to transform the intellectual capital of our research into tangible socio-economic benefits.
MASSEY ENTERPRISE
Massey currently undertakes a significant amount of research in partnership with both public and private sector agencies. In 2012 more than 75 per cent of our external research funding came from commercial contracts and from licensing the intellectual property (IP) arising from our research and teaching programmes.

We are advancing a new commercialisation model that fast-tracks the process of valuing IP, promotes licensing and facilitates the launch of start-up businesses. Our ongoing priority will be to improve the pipeline of ‘spin-out’ and ‘spin-in’ opportunities through the Massey Enterprise portal and Massey Ventures, a company wholly owned by the University formed to manage such activities. As part of our international focus, we will look at further options to invite overseas research institutions (including key industries and businesses) to co-locate their facilities and share IP exploitation opportunities on our campuses.

We will also investigate growing a wider portfolio of entrepreneurial activities alongside other revenue-generating business development models (for example, our successful commercial activities portfolio) through promoting and strengthening the ‘Massey Enterprise’ brand.

Our aim is to utilise the connections between the Manawatū, Albany and Wellington campuses to develop a national network of new ‘innovation and enterprise hubs’ so that we can fast-track new technologies as well as service and policy innovations. The Massey Auckland Knowledge Exchange Hub is already contracted by key agencies to support the Greater Auckland growth plans. In Manawatū we are working with the Bio Commerce Centre (BCC), the ecentre and other investment partners to spin out companies with IP that supports the agri-food platform, ICT (information and communications technology)-focused businesses and other technology-rich innovation opportunities. The Massey OpenLab studio in Wellington is now a proven point of contact with regional businesses seeking to exploit design-based solution for business advantage. These will serve as portals of our work with business and industry, and enable us to develop new research and postgraduate teaching opportunities in support of an innovation agenda.

Through this new commercialisation model we will:
• build the Massey Enterprise brand
• market experts under the Massey Enterprise brand to grow revenue-generation opportunities and widen our collaboration reach
• focus on ensuring that we have a distinctive but connected offer that links each of our campus-supported locations
• forge closer working relationships with national, regional and local policy-makers (e.g. Hawke’s Bay Regional Council, Venture Taranaki, North Shore Business Leaders and Grow Wellington) and iwi and other Māori business concerns
• launch a new 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
• 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.

In New Zealand, the Ministry of Business, Innovation and Employment’s (MBIE) renewed emphasis on partnerships in the use of public funding will stimulate us to work more closely with other universities, businesses and industry, and to further develop our relationships with Crown Research Institutes. We already host Landcare Research and AgResearch on our Manawatū campus, and the Institute of Geological and Nuclear Sciences on our Wellington campus. We partner with the BCC in Palmerston North and the ecentre Albany. We host two of the New Zealand TEC-funded Centres of Research Excellence and are a partner in another three of the seven centres. Massey University is formally linked to internationally ranked research centres in more than 550 locations around the world.

SHAPING THE FUTURE
Massey intends to extend its lead role in the expansion of quality postgraduate education to meet the growing needs of New Zealand’s knowledge-led economy. We plan to increase our recruitment of postgraduate research students, the number of research degree completions and our scholarships and fellowships for students undertaking research degrees. Options for further developing the support environment of our postgraduate students on each campus will be considered. We will also further enhance the support we provide to all career researchers through mentoring, career development and career progression advice.

Massey University is well known for its unique blend of research and teaching and its commitment to knowledge transfer and the embedding of intellectual capital. In 2013 we will promote these capabilities through a new dedicated web-based research and enterprise portal designed to facilitate engagement with Massey research and researchers. Further support will come from new commercial business development architecture structured to support the Massey Enterprise brand. We will also continue to develop high-quality physical and virtual environments that support excellent research, and improve the University’s research capacity and capabilities as part of the current review of capital infrastructure development. We will have new facilities for key research groups, and more integrated resources and support for all who choose to pursue their research interests at New Zealand’s defining university.
GOLD STANDARD ACHIEVED

At the end of 2012 two major Massey research projects, one on new migrants, one on ageing, received the gold standard for excellence from the Ministry of Business, Innovation and Employment, under its new rating system devised to recognise Ministry of Science and Innovation-funded projects that exceed contract requirements.

Both from the College of Humanities and Social Sciences, the projects were the only from the University to receive the honours. They were awarded to the Integration of Immigrants Programme (2007-2012), led by sociologist Professor Paul Spoonley and involving Associate Professor Robin Peace and Dr Trudie Cain; and the New Zealand Longitudinal Study of Ageing (2007-2012), led by psychologists Associate Professor Fiona Alpass and Professor Christine Stephens.

Professor Spoonley’s programme has provided agencies such as Treasury, the Department of Labour, Statistics New Zealand, Auckland Council and the Asia New Zealand Foundation with a detailed analysis of New Zealand’s migrant population.

Research covered issues including immigrant economic success and work experience in New Zealand as well as the barriers experienced such as workplace discrimination. The project also studied migrant contributions to community, cultural and social development through such developments as the rise of ethnic precincts where migrant business form clusters.

The New Zealand Longitudinal Study of Ageing is a collaboration between the University and the Family Centre’s Social Policy Unit, funded by The Foundation for Research, Science and Technology. Researchers have investigated the health and lifestyles of 4000 New Zealanders aged 50 to 85.

They wanted to find out what factors contribute to people’s quality of life in four broad areas as they age: economic participation (work, retirement); social participation (family support, social capital, civic participation); intergenerational transfers (family care, income, wealth and knowledge); and resilience and health (control, coping, physical, emotional, cognitive).

Research findings are valued by a number of government and non-government organisations including Treasury, the Retirement Commission, Age Concern, as well as researchers from New Zealand and overseas universities.
TEACHING AND LEARNING

WE WILL ENSURE AN EXCEPTIONAL AND DISTINCTIVE LEARNING EXPERIENCE AT MASSEY FOR ALL STUDENTS.
ASSOCIATED GOALS:

- Build on our reputation for providing applied, real-world learning opportunities.
- Exploit the opportunities that new digital media offer for learners and institutions and extend our capabilities and expertise in blended and distance education in New Zealand and offshore.
- Strengthen the connections between our academic platforms and our research themes.
- Provide our staff with formal and informal professional development opportunities through the National Centre for Teaching and Learning and affiliated campus-based centres.
- Support innovative curriculum design that has a whole-of-programme focus on curriculum, teaching and assessment, and student engagement.
- Implement our Student Success Strategy\(^1\) and build high levels of student success, retention and progression to postgraduate study.

\(^1\) Massey University Student Success Strategy 2013-2015

- Offer students continued opportunities to contribute to academic decision-making.
- Strengthen our academic advice, learning support and pastoral care services to students.
- Strengthen our careers advice and employment preparation services for all students on all campuses, including our distance campus, and apply our knowledge gained from the Graduate Destination Survey.
- Ensure that we are well positioned to meet the educational needs of New Zealanders, build our international student community and grow our school leaver and Māori and Pasifika student base.
- Enhance and align academic and administrative connectivity in all parts of the University.
- Ensure continuous improvement in our enrolment and admissions management.
For more than a century Massey University and its predecessors have helped to shape the lives and communities of people in New Zealand and around the globe.

Our distinctive mix of disciplines, forward-thinking, research-led teaching and cutting-edge discoveries enables Massey graduates to contribute to the world through creative thought, innovative approaches and a connectedness with industry, the professions and their disciplines. We are distinguished by our applied and research-led approach, our comprehensive educational portfolio (enhanced by distance education and the innovative use of digital media) and our international and lifelong learning focus.

The Massey Teaching and Learning Framework identifies the defining features of the Massey learning environment and is the foundation for an exceptional and distinctive learning experience for all students.

THE MASSEY UNIVERSITY TEACHING AND LEARNING FRAMEWORK
The Massey model of teaching and learning identifies our key characteristics in both orientation and operation.

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 through implementing strategies and quality assurance and enhancement processes.

OUR SIGNATURE PLATFORMS AND CAMPUS PROFILES
Massey’s signature platforms identify the core disciplinary and curricula contexts within which students can engage with and focus their learning. They are the basis for a qualification portfolio that spans broad-based and discipline-oriented education, professional degrees, taught and research postgraduate degrees, and professional development experiences. The platforms inform and focus future portfolio planning and development as well as strategic and operational developments, and provide the foundation for enhanced clarity about the University’s distinctive and complementary academic profile.

The signature platforms operate across Massey’s three major campuses located in Auckland, Palmerston North and Wellington, and a comprehensive distance learning platform. Our campus locations each have distinctive and complementary academic profiles informed by strengths in both research and teaching. Massey@Manawatū leads the vitally important development of agri-food and related industries both in New Zealand and internationally. Massey@Albany leads innovation by bringing together science, IT, education, humanities, engineering and business. Massey@Wellington is uniquely positioned in New Zealand to lead creativity and design by connecting design and creative thinking with multiple discipline areas. Underpinned by national shared operating systems and services, Massey provides an extraordinary breadth of access to expertise and cooperative exchange across disciplines and geographic locations.

In 2013 we will further focus and progress our activity in Defence and Security Studies with the appointment of a new Director, and we will progress our Sport@Massey Strategy.

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1 Draft Sport@Massey Strategy 2013-2017: Driving Sport forward in the new New Zealand.
During 2013 we will progress major initiatives designed to build on and enhance our academic strengths. In particular we will ensure that the new Institute of Education and College of Health are established effectively and making a rich contribution to the academic fabric of the University.

We will begin to realise the potential of the College of Health to make a significant contribution to New Zealand’s health and wellbeing by combining science and social science disciplines with a wide range of teaching and research programmes spanning clinical interventions, population-based perspectives, the determinants of health (such as nutrition and exercise), environmental health and health equity.

The new Institute of Education, located within the College of Humanities and Social Sciences, will revise and update its undergraduate teacher education programmes and affirm its position as New Zealand’s leading provider of postgraduate teacher education programmes.

DEFINING ELEMENT: APPLIED
Massey graduates are known for their ability to transform ideas into reality – an achievement made possible through a university experience in which they learn to communicate and connect knowledge and practice through curricula informed by research and enriched by applied learning opportunities. Our staff are passionate about providing students with an education that boosts their confidence while ensuring flexibility, employability and intellectual independence.

DEFINING ELEMENT: RESEARCH-LED
We are a university committed to research centred on a spirit of innovation. Driven by curiosity, our students and staff work together to transcend the boundaries of disciplines and professions. Through engaging with inherited sources of knowledge, and interpreting them in ways that meet the needs of contemporary society and local communities, Massey’s people drive change at local, national and global levels.

To advance our research-led approach we will:
• evolve our understanding of research-led teaching, the teaching-research connection, academic scholarship and the academic role in the 21st century
• explore and articulate the scholarship of and for teaching
• enhance the connections between our Teaching and Learning Framework and our research strategy
• offer our staff professional development opportunities in support of a curriculum that integrates teaching and research, and that views knowledge-sharing as a negotiated flow of knowledge for collective benefit.

DEFINING ELEMENT: DIGITAL
Massey’s leadership in digitally mediated teaching and learning enables us to offer innovative curricula, extends our reach beyond physical and geographical boundaries, and familiarises our graduates with media-rich environments.
To strengthen the University’s ‘Digital’ dimension we will:

- extend our digital teaching and learning strategy and our blended learning approaches nationally and internationally
- enrich the experience offered by Stream, our online learning and interaction environment, and offer a comprehensive programme of support for staff and students
- enhance learning interactions through video-linked teaching, web-conferencing and presentation tools
- explore the potential for Massey’s engagement in the emerging ‘Massive Open On-line Courses’ (MOOCs) environment
- build a rich programme and profile through the Distance Education and Learning Futures Alliance.

DEFINING ELEMENT: COMPREHENSIVE

Our academic staff and our students engage with both classic and contemporary disciplines, examining the world and its phenomena as well as ourselves and the ways in which we interact locally and globally. We design our curricula to enhance students’ engagement with disciplinary and trans-disciplinary dialogue, exposing them to new and unfamiliar ways of thinking. It enables them as graduates to generate ideas, develop and refine them, and transform them into innovative concepts that serve their communities and the world around them.

To strengthen and advance our ‘Comprehensive’ element we will:

- expand our support for curriculum innovation and whole-of-programme approaches to curriculum design
- enhance the decision-making and engagement that go into developing our qualification portfolio
- monitor the qualification portfolio, its alignment with the ‘signature platforms’, and any changes to the distribution of the academic offering across our campuses
- identify and enhance connections between the Teaching and Learning Framework and the Kia Mārama and Pasifika@Massey strategies
- invest in programme development and expansion in key areas of strength and emerging demand underpinned by a robust and evidence-based approach to decision-making.

DEFINING ELEMENT: INTERNATIONAL

Internationalisation is a critical element of Massey’s economic, academic and cultural vitality. It goes well beyond the recruitment of international students. Massey students and staff benefit from engaging with other cultures and being exposed to a globalised economic and social environment in a university that has a distinctive New Zealand and Asia-Pacific orientation. 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.

We are committed to helping our staff to build internationalised curricula, engage in international research collaborations and develop strategic relationships with overseas institutions and governing bodies. As part of this, we will continue to embed our internationalisation strategy, which includes objectives, approaches and targets for:

- student marketing and recruitment
- international and regional relations
- building capacity
- internationalising the academic environment and learning experience
- transnational and offshore distance education
- research and consultancy

DEFINING ELEMENT: DISTANCE AND LIFELONG LEARNING

Distance education transforms lives. With over 50 years’ experience in distance education, the core of Massey’s mission continues to be providing lifelong learning opportunities for students of all ages and cultures, and at all stages of their learning pathways.

Massey’s Distance Education and Learning Futures Alliance enhances the University’s national and international reputation for high-quality capabilities and innovation in distance education and learning futures. It facilitates and fosters innovation and development in online, blended and distance education, and consolidates and enhances our reputation as one of the world’s leading blended and distance education providers.

Professional and Continuing Education

Our Centre for Professional and Continuing Education (PaCE) provides an important service in educating a diverse group of people – from local, national and international partners, businesses, industries and our communities – while generating income and promoting the creativity, innovation and connectedness of Massey University and its staff.

PaCE offers participants fully customised professional development courses, preparatory courses and programmes, English language programmes and international study tours. It also offers ‘Campus Passport’, an initiative that enables participants to attend lectures for a semester in selected undergraduate papers without undertaking tutorials, assessments and exams.

To further enhance our ‘Distance and Lifelong Learning’ element, we will:

- deliver professional and continuing education programmes that build on the University’s core strengths and are supported by appropriate quality assurance systems and services
- significantly extend our delivery to students studying offshore
- expand opportunities for students to transition successfully to further study
- ensure that we provide professional development and lifelong learning opportunities that are relevant, high quality, accessible and flexible and meet the needs of our communities
- strengthen our relationships with our communities through mutually beneficial partnerships focused on teaching, learning, discovery, innovation and creativity
- contribute to the University’s financial goals by diversifying and growing revenue and managing expenditure effectively.

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1 MOOCs are courses aimed at large-scale participation in the use of open educational resources via the web
2 Massey University Māori@Massey 2020 - Kia Mārama (Key Initiatives to Accelerate Massey’s Academic and Research Agenda for Māori Advancement)
3 Massey University Pasifika@Massey: En route to Cultural Democracy
The Distance Education and Learning Futures Alliance (DELFA) was established at the end of 2011, with the strategic mission of being a driving force in redefining and transforming the nature of online, blended and distance education for today’s modern digital-era university.

DELFA is part of the National Centre for Teaching and Learning and both units come under the directorate of Professor Mark Brown. Several leading Massey scholars are associate members and actively contribute to the consultancy and development work of the Alliance – both nationally and internationally. An International Advisory Board of world-renown experts in the field, provide strategic input to the activities and initiatives that contribute to DELFA’s overarching mission and strategic objectives.

Massey’s investment in DELFA centres around five key objectives, with the primary aim being to enhance the university’s capability and international reputation as a world-leader in distance education and new and innovative models of digital teaching and learning. More specifically DELFA aims:

1. To build a network of leaders at the forefront of new innovations in teaching and learning in tertiary education.
2. To develop Massey University’s capacity and capability for innovation and excellence in online, blended and distance education.
3. To be recognised as a world-class hub of innovation and excellence in the scholarship of teaching and learning in distance education and learning futures.
4. To provide consultancy and advocacy services on the effective use of new and emerging digital media within today’s global tertiary education environment.
5. To engage and build strategic relationships with key agencies, leading institutions and relevant professional communities.

In November 2012 the Alliance hosted the annual conference of the Australasian Society for Computers in Learning in Tertiary Education - ascilite2012 in Wellington. The conference brought together over 400 tertiary educators and industry representatives from around the world to exchange ideas and information on new models of digital teaching and learning, with more than 20 papers presented by Massey staff. Massey University was also presented with the annual ascilite Innovation and Excellence Award.
CONNECTIONS

WE WILL STRENGTHEN OUR CONNECTIONS WITH LOCAL, NATIONAL AND INTERNATIONAL PARTNERS AND STAKEHOLDERS, CREATING MUTUAL BENEFIT.
ASSOCIATED GOALS:

• Ensure that Massey is seen as the university of choice in priority markets.
• Ensure that Massey University is viewed as an internationally competitive distance education provider and is acknowledged as New Zealand’s pre-eminent distance learning provider.
• Establish and reinforce the perception that Massey is the local university within targeted regions.
• Ensure that Massey communicates in a manner embodying innovation and creativity.
• Communicate Massey’s strategies and successes in ways that instil pride in staff, students and alumni, equipping them to serve as informal ambassadors.
• Continue to increase the positive perception of Massey University with key stakeholders and the public.
• Deliver a rich portfolio of distinctive, sustainable, well-attended events that showcase key areas of specialisation and support the work of the Massey University Foundation.
• Ensure that communications reach and engage with stakeholders and relevant audiences, demonstrating the value of Massey’s extensive connections nationally and internationally.

TELLING THE MASSEY STORY

Our aim: To ensure that Massey communicates a clear, consistent message to its many stakeholders about the vital role the University plays in New Zealand, both in the nation’s day-to-day life and in determining its future.

Our objectives: To continue to raise the University’s reputation, establish Massey as the university of choice, and support revenue-creating activities through events and the work of the Massey University Foundation and the alumni and friends network.

The key message: Massey is ‘New Zealand’s defining university’ and ‘the engine of the new New Zealand’.

Vice-Chancellor Steve Maharey coordinates the panel of local thought leaders, to discuss strategies for New Zealand to tackle the challenges ahead, during the inaugural new New Zealand Forum.
Our values: The way we do things at Massey – connect, innovate, create – will be highlighted throughout our messaging.

STRATEGY

A CONNECTED UNIVERSITY

Ever since it began, Massey has worked hard at forging valuable relationships both in New Zealand and across the globe. It is this vast network of connections that has made Massey a successful university. Being part of this large Massey network provides value for staff, students and alumni as well as many others with whom we are connected, including universities, research organisations, industry bodies, government and non-government organisations, research funders and partners.

Because this network is the foundation of Massey’s success, we are committed to maintaining and enhancing it for the benefit of all those within it. We will also continue to demonstrate the value of these connections, both nationally and internationally. To achieve this in 2013, Massey will:

- continue to maintain and enhance relationships with key stakeholders and explore opportunities for engagement with new key stakeholders
- continue to create opportunities for connections with key stakeholders by creating events on and off campus, supporting other events, and implementing engagement strategies for schools, businesses, local and central government and other key partners
- monitor our stakeholder connections to ensure that we have the right people talking at the right time to our key stakeholders
- develop communication tools to support staff connections
- explore how Massey supports and integrates with the aspirations of new migrant communities.

Massey University’s international, national and local stakeholders, include:

International: The United Nations development programme; the World Bank; the World Health Organisation and many universities.

National: The New Zealand Government; and the business and not-for-profit communities. The university has agreements with more than 500 institutions, such as New Zealand’s seven Centres of Research Excellence (Massey hosts two – the Riddet Institute and the Allan Wilson Centre for Molecular Ecology and Evolution – and is a partner in three others); crown research institutes including AgResearch, Plant and Food Research, the Institute of Environmental Science and Research, GNS Science, Landcare Research and the National Institute of Water and Atmospheric Research; agriculture, agrifood and land-based industries; iwi and Māori enterprises; and the Pasifika community. Massey is committed to transforming educational and economic outcomes for Pasifika students and the growing community of new immigrants.

Local: The new Auckland super city, with which Massey is collaborating; local government in our key regions including Manawatū, Taranaki, Wellington, Hawke’s Bay, Bay of Plenty and Northland; and Te Papa Tongarewa, Puke Ariki and Te Manawa.

THE UNIVERSITY OF CHOICE

Throughout its history, Massey’s people have contributed to fundamental changes in the way that New Zealanders live, work and see their places in the world; it is Massey’s people who bring credibility to the description of the ‘engine of change’. They have taken the best of what they have learned and achieved to the rest of the world.

The world is changing and with it a new New Zealand is emerging. A New Zealand that is made up of a different population base, doing different things and with different needs and opportunities. Because of this, institutions such as Massey and its partners must work in different ways. Our primary-based industries are now much more scientifically driven and those involved in them now require a different kind of teaching and research.

Partnerships are now more important than ever as we continue to identify and work with organisations that will contribute to shaping the country and taking the best of New Zealand to the rest of the world. The end goal for Massey is to be considered always the university of choice for both prospective students and research partners.

We will continue to highlight examples of how our research has helped to shape New Zealand and is addressing some of the wicked issues the world is facing. We will share these examples with potential research partners as well as potential students aged under 25 and their influencers (schools, parents, and peers), new distance students, and Māori and Pasifika students and their influencers. We will focus particularly on the priority regions where each campus is situated in Manawatū, Wellington and Albany as well as paying attention to Hawke’s Bay, Taranaki and the top of the South Island, regions that are also very important to Massey.

In 2013, Massey will:

- continue to focus on delivering screen-based messaging. This includes television news and advertising, digital advertising and news websites
- create video testimonials from current and past students
- hold on-and off-campus events
- continue to develop online connections with school students through social media
- connect with potential international students through social media.

Massey will also continue to connect with key schools and businesses. Staff will meet with potential students through events in schools and workplaces.
In 2013, Massey will:
- develop a relationship management plan and enlist the help of staff at all levels
- work with schools, including facilitating professional development opportunities for teachers, and developing and providing relevant school resources
- schedule regular meetings with career advisers and school principals and heads of department.

We will also continue to work closely with the Māori and Pasifika communities in a number of ways. For example, we actively support our Te Rau Whakaara (Triple A) team which specialises in recruiting Māori students. Engagement, marketing and recruitment plans have been developed both for the Pasifika community and for new migrants, particularly in the north Auckland area.

NUMBER ONE IN DISTANCE LEARNING
Massey is New Zealand’s number one distance learning provider, and we have a strong student body studying with Massey while domiciled in many corners of the world. In 2013 we will continue to enhance this area by connecting with potential students online and by improving links with schools that have both national and international students. Our activity will include:
- continuing to showcase strengths to potential distance learning students
- running virtual open days
- investigating partnerships with business associations and sporting bodies in New Zealand to promote distance learning
- continuing to tell the individual success stories of distance students
- delivering a world-class web presence that caters to the distance learning market
- developing e-marketing and social media strategies
- continuing direct communication with international agents
- engaging with relevant international media in target market countries
- developing video and online content showcasing campuses, student life and details of programmes suitable for and appealing to international students
- further developing links with offshore alumni to promote word-of-mouth recommendations and connections.

YOUR LOCAL UNIVERSITY
Massey will continue to consolidate its reputation as a leading institution and a thought leader that is continually contributing to the future of New Zealand. Our reputation will be enhanced and protected through all the external relations channels and some specific reputation-building activities.

We work closely with our connections in the north Auckland region, the campus catchment areas of Wellington and Manawatū, Hawke’s Bay, Taranaki and some South Island regions. This is embodied in the activities we are undertaking with them, such as:
- developing and implementing regional strategies for Taranaki, Hawke’s Bay, and parts of the South Island
- developing and implementing regional strategies for the campus regions of Manawatū, the North Shore and Wellington
- advancing relationships with local government, businesses, schools and media.

COMMUNICATING WITH FLAIR
Because being connected is so fundamental to how Massey operates, we intend to be a university well known for its creative and innovative approach to communicating. We will continue to harness media across all platforms in innovative and creative ways to tell the stories of our teaching and research developments and successes. Public relations, marketing and events will be leveraged to enhance our reputation as creative and innovative. To achieve these goals in 2013, Massey will:
- integrate digital elements into all communications
- develop web pages to better showcase research
- increase the use of social media in all communication, with a focus on events
- use the newly revamped intranet as a knowledge- and information-sharing medium for staff.

THE MASSEY NETWORK
Part of Massey’s network is our family of 140,000 staff, students and alumni. We are proud of this extended ‘family’ and will work to continue to increase its size and the relationships we have within it to provide mutual value.

Our staff are passionate ambassadors for Massey and we will ensure that they are well supported to continue to do that. To achieve these goals in 2013, Massey will:
- launch the first phase of a comprehensive intranet
- facilitate conferences to encourage staff communication and collaboration and to celebrate success
- continue to provide and improve internal communication through newsletters, training, forums and seminars.

A university has no greater advocates than its alumni community. They can endorse and promote Massey’s reputation on many levels and in a variety of environments worldwide. We have more than 120,000 active alumni on our database, a giant community scattered around the world. Massey will continue to recruit alumni and strive to increase the benefits the relationship creates both for them and for the University. To achieve this in 2013, Massey will:
- create an alumni directory, helping alumni to network with one another
- maintain and enhance an extensive programme of events where alumni can interact person to person
- provide an alumni and friends’ presence at events such as graduation ceremonies and orientation week to encourage new alumni to be active.
Current students are among our strongest ambassadors. We must continue to engage with our students regularly in formal and informal ways on and off campus. Social media provide another vehicle. In 2013, Massey will:

- work closely with students on specific events
- engage with students through marketing and communication focus groups
- record and publish positive experiences of individual students through social media.

TELLING OUR SPECIAL STORY
Massey’s story is a very special one of life-changing experiences. We are actively engaged with major issues confronting New Zealand and the world, including food shortages, global climate change and social injustice. We will continue to tell our story and increase our reputation by promoting key areas of excellence to specific groups through public relations, events, experiential techniques in marketing, publications, recruitment and marketing. Research will underpin these stories.

We have already formed valuable partnerships with schools and with media outlets, the latter including sponsorship of the TV3 international news programme Three60 and sponsorship agreements with The Dominion Post and The New Zealand Herald.

In 2013, Massey will:

- continue working with key schools to supply guest lecturers, speakers, leadership programmes and revision for exams
- continue to develop the ambassador programme
- continue to develop relationships with key businesses and other organisations whose staff might benefit from studying with Massey
- continue and enhance sponsorship arrangements with media
- continue to supply Massey experts to media, highlighting the University’s areas of strength
- continue to use social media to develop two-way communication channels with potential and current students.

CREATING SHOWCASE EVENTS
Massey’s rich portfolio of events is an ideal way to engage with our stakeholders. We will deliver a calendar of well-attended, distinctive, sustainable events themed around the ‘new New Zealand’. These can showcase areas of specialisation and create engagement opportunities while supporting the Massey University Foundation’s fundraising strategy.

The current portfolio includes the New Zealand Food Awards, the Central Districts Field Days, the BLOW Festival, the Distinguished Alumni Awards and the annual Finance event. These are supplemented by established events such as the public lecture series, open days and graduation.

Many smaller events provide valuable engagement and promotional opportunities. New guidelines are helping to ensure that events enhance the University’s reputation.

In 2013, Massey will:

- celebrate 50 years of veterinary science as one of our areas of distinction
- prepare to celebrate two further milestones: 50 years as a university and 21 years of the Albany campus
- engage high-school-aged-students in a second Future U competition
- host a second ‘new New Zealand’ forum on the future of New Zealand
- increase leverage opportunities for Massey, sponsors and entrants for the New Zealand Food Awards
- extend the scope of the BLOW Festival
- continue successful events, such as the Distinguished Alumni Awards and the annual Finance event, and support initiatives including the Lion Foundation Young Enterprise Scheme, the Global Enterprise Challenge, Vex Robotics, the Welby Awards in Wellington, the National and Central Districts Field Days, and sporting awards on Auckland’s North Shore (we will also look to continue support of the National Blues Awards)
- continue to improve university events, such as open days and graduation.

THE MASSEY UNIVERSITY FOUNDATION
The Massey University Foundation has a vision of raising $100 million to enable excellence in scholarship, teaching and research. It intends to endow professorial chairs, to fund scholarships for students, to improve facilities and to support research and teaching. Launched in 2004, the Foundation is a charitable trust established to ‘enable excellence’ at Massey University by providing funding for scholarships, research projects and other ‘worthy’ activities that might otherwise be unaffordable to the University. The Foundation had a very successful year in 2012 and will build on it in 2013 by continuing a two-pronged approach to fundraising: through regular annual giving initiatives and through large campaign projects.

Activities will include:

- building on regular income through staff and alumni giving, bequests and the three currently active scholarship accounts (Sir Neil Waters, Joan Dingley and Brian Murphy)
- focusing on projects of between $1 million and $3 million that have broad public appeal, that clearly benefit the University and that it could not otherwise afford, such as:
  - the Wildbase project
  - the First World War Centenary History Project
  - the Refectory (a heritage building on the Manawatū campus).

Aside from a two-pronged fundraising programme, the Foundation will strategically focus on stewarding donors, ensuring sound financial management and focusing on increasing communications (internally and externally) to ensure the promotion of its successes.
In 2012 the university launched two new flagship events, one for current and future thought-leaders and one for youth, but both with a strong focus on the future.

The first, Future-U was launched as a video competition for 13-18 year olds in partnership with Westpac, and asked entrants to reveal what they think New Zealand will be like in 2050.

Both Westpac and Massey firmly believe we need to start focusing on our vision of what we want New Zealand to be and then working out how to get there – and the best people to ask are our future adults.

The competition attracted over 50 video entries with the winner Stephen Lines, from Hutt International Boys’ School being announced at an event in November. Stephen’s vision of New Zealand was as a food basket for the world, with 100 per cent renewable energy production and a strong focus on education. While he painted a broad picture of the country he would like to see in 2050, he said his key message was about the important role skilled people will play in New Zealand’s future prosperity.

In December 2012 Massey hosted the inaugural It’s our future the new New Zealand forum. Renowned expert Dr Daniel Franklin lead the presentations. Dr Franklin is Executive Editor and Business Affairs Editor of The Economist, and editor of Megachange: The World in 2050.

Massey recognises the dynamic and fluid state of the world. In acknowledging this, the forum provides a platform for our future leaders and current thought-leaders to start having a conversation about the future of the new New Zealand and how, as a country, we are going to show leadership within a world that is in the midst of constant transformation.

FutureU will be launched again June 2013 with the new New Zealand forum scheduled for December 2013.
INTERNATIONALISATION

WE WILL TAKE MASSEY UNIVERSITY TO THE WORLD SO THAT OUR STUDENTS, WHETHER STUDYING ONSHORE OR OFFSHORE, EXPERIENCE A UNIQUE EDUCATION WITH A DISTINCTIVE MASSEY FLAVOUR, AND OUR ACADEMIC COMMUNITY IS ENGAGED IN KNOWLEDGE-SHARING WITH SCHOLARS AND RESEARCHERS FROM ALL PARTS OF THE GLOBE.
ASSOCIATED GOALS

- Develop close relationships with key domestic and international government agencies and diplomatic personnel and build enduring and productive relationships with appropriate University partners, higher education providers, and onshore pathway providers.
- Build our international student marketing and recruitment capability to leading industry standards that acknowledge the specificities of our distinctive academic offerings, and maintain best practice in admission and enrolment processes.
- Provide exemplary international student support and develop and implement highly effective student engagement and success strategies.
- Build internal capacity with robust administration and financial systems and business case (approval) processes.
- Internationalise the academic environment and student learning experience with a comprehensive programme of academic development for staff and curriculum and teaching that prepare students for life and work within a global community.
- Provide a rich, quality-assured experience for international postgraduate students.
- Establish a comprehensive and sustainable suite of programmes for offshore delivery through online, blended and face-to-face learning.
- Broaden opportunities for new student commencement by augmenting new programme commencement opportunities in the calendar year.
- Build a rich suite of intensive study-abroad offerings and further develop international study tour opportunities.
- Recruit research collaborations and exchanges that enhance the quality and breadth of our research and support the development of Massey researchers.
Internationalisation is a critical element of Massey’s economic, academic and cultural vitality. Massey’s international ethos reaches out and reaches in: it goes well beyond the recruitment of international students. Massey students and staff benefit from engaging with other cultures and being exposed to a globalised economic and social environment in a University that has a distinctive New Zealand and Asia-Pacific orientation. While international student recruitment is critical to New Zealand’s economic, academic and cultural vitality, internationalisation that integrates an international/intercultural dimension into the teaching, research and service functions of this University is fundamental to Massey’s endeavours. This includes the engagement of New Zealand students with other cultures, exposure to a globalised economic and social environment, student mobility, strategic relationships with overseas institutions and governing bodies, engagement with Massey alumni overseas, and high-quality pastoral care and support for international students studying and participating in research both on campus and at a 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.

The University has agreed a maximum ratio for taught students of 25% (international) and 75% (domestic) students based on international benchmarks to ensure that the experience of its student population is vibrant, diverse and global in perspective. In addition, the University aims to manage international enrolments so that by 2016 there will be no dependency on a single source country for greater than 30% of the total international student population on any of Massey’s New Zealand campuses. We will also effect a balanced enrolment across undergraduate, taught postgraduate and research programmes and place a particular focus on building the international student community of taught students based on our Albany campus to 1000 equivalent full-time students (EFTS) by 2015.

In order to achieve these aims, we will:
- maintain an active presence in our key priority regions in order to deepen our profile and market awareness in those areas, including working with international partners to promote jointly Massey’s profile and programme offerings
- align strategically with, and inform, the marketing focus of New Zealand government agencies

The 2012, Manawatu based international students
To support the achievement of this aim we will:

- strategically target markets appropriate to Massey’s distinctive disciplinary profile
- build consortia relationships across research and postgraduate with targeted universities
- significantly augment foundation and articulation pathways to Massey for offshore and New Zealand-based international students
- ensure that our pre-degree academic and English language preparatory programmes are attractive and relevant to the needs of prospective international students, and that students are actively recruited from key regions
- utilise a sound mix of e-marketing, face-to-face, agent and other approaches to student recruitment
- engage closely with alumni to foster and support our international relationships
- focus on developing research alliances with key international partners that support postgraduate student recruitment
- develop our scholarship portfolio to support the recruitment of higher-research-degree students
- exceed expectations of prompt and consistent assessments of applications.

STUDENT SUPPORT, ENGAGEMENT AND RETENTION

While already enjoying high levels of student success and satisfaction, the University aims to be recognised as New Zealand’s pre-eminent provider of international education and the leading university in terms of international student satisfaction by 2016.

To support the achievement of this aim we will:

- ensure equivalent levels of support and service for students studying on campus, at a distance and in offshore locations
- undertake regular evaluations and benchmarking of international student satisfaction and respond appropriately and systematically to feedback
- ensure that accessible accommodation, catering and other physical amenities available to international students are of an appropriate scale, standard and quality
- provide a supportive campus environment where students are able to practise social, cultural and religious activities in safety and with respect and to mix with local students
- ensure excellent first-year international student orientation and transition activities and services, whether on campus or online, including pre-departure orientation
- foster links with external cultural community associations and other agencies that also seek to provide pastoral and social support to new migrants and international visitors seeking access to New Zealand’s tertiary education system.

INTERNATIONALISING THE ACADEMIC ENVIRONMENT AND LEARNING EXPERIENCE

The University exemplifies the core attributes of New Zealand as an international education destination that can be characterised as providing high-quality education, with opportunities to develop work-ready skills through applied and networked learning, in a safe and welcoming community environment. We will ensure that our curriculum and teaching prepare students for life and work within the global community, working in partnership with peer institutions to build close and mutually beneficial outcomes through research, teaching and administration collaboration.

In order to achieve these aims we will:

- build an appropriate provision of offerings on each campus
- expand outgoing student exchange scholarship provision
- expand twinning, articulation and pathway partnerships
- continue to benchmark internationally our qualifications so that they have global recognition
- develop and sustain international research, teaching and consultancy activities through collaboration with institutions of compatible standing and disciplinary profiles
- identify priority discipline areas for international research collaborations
- promote awareness of the quality of a Massey University education as evidenced in our international rankings and programme accreditations
- develop and implement professional development programmes focused on the skills needed to support international students and to embed international perspectives into the curriculum and its delivery.

TRANSNATIONAL AND OFFSHORE DISTANCE EDUCATION

Massey’s student body includes more than 3000 international students. They come from all over the world to experience Massey’s distinctive New Zealand and Asia-Pacific orientation, its safe and supportive environment, and they are attracted by its well-recognised strengths in areas such as food technology, animal sciences, finance, economics and education.

Massey lecturers are also on the ground in places like Singapore, where the university offers a Bachelor in Food Technology (Honours) in collaboration with Singapore Polytechnic, and in Brunei, where the Centre for Defence Studies is contracted to teach courses for the Royal Brunei Armed Forces.

To secure its position as New Zealand’s defining university in the international sphere the University will further profile its distinctive characteristics to an international audience. The University is a national and international leader in
distance education and enjoys international pre-eminence in a number of its academic fields. Our intent is to expand transnational teaching programmes and offshore distance provision, ensuring that our academic offerings are attractive and responsive to demand that is identified through comprehensive market research and through consultation with our institutional partners, agents and wider academic relationships. We also aim to expand our support for international postgraduate students seeking higher research degrees at doctorate level as a means of supporting the migration of talent into New Zealand and to underpin our contribution to capacity-building in those countries where higher-level specialist skills are in demand.

To achieve this aim we will:
- expand provision overseas through blended and distance delivery and promote online, blended and networked learning for selected programmes for international students
- develop and promote selected qualifications for delivery to students studying off-shore by using combinations of online technology and blended learning methods
- increase partnerships with selected off-shore institutions, including from the Asia-Pacific region, to allow students to undertake part of their study towards Massey University qualifications off-shore through these partnering institutions, and the remainder with Massey either in New Zealand or through off-shore provision
- develop new models for promoting our research and the attendant opportunities for participation in higher-level skill development to an international audience
- promote research and consultancy in blended and distance education.

BUILDING CAPACITY

We will ensure robust and transparent internal mechanisms to support the financial and administrative systems underpinning our international endeavours.

To achieve this we will:
- ensure 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 educational activities at all levels, and ensures the appropriate and systematic allocation of income generation to colleges, their constituent academic units and the International Office and other relevant supporting offices
- provide comprehensive support to colleges in their internationalisation endeavours through the International Office and where appropriate the Massey Graduate School and the Massey Research and Enterprise Office.

RESEARCH AND ENTERPRISE

Research excellence is in part dependent upon our connections with partner institutions around the world and our capacity for fostering research networks and value-oriented research collaborations. Our contributions to the wider knowledge economy and wealth creation are also closely linked to the relationships we have with academic, business and industrial entities in New Zealand and also off-shore to foster a reach-out/reach-in culture of engagement.

We are actively seeking to strengthen and develop the key international relationships that underpin our agenda for research excellence, broaden our sphere of influence and support researcher mobility. We also aim to support in-country capacity building where this aligns with our wider mission and to grow the talent pool supporting New Zealand.

To achieve these aims we will:
- review our current directory of research and collaborations to ensure that they are centred on key research quality objectives
- launch the international 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 regions where we have strong mutually supportive research relationships, e.g. India, China, the United Kingdom and Europe, South East Asia, and the United States
- develop a new support architecture for the recruitment, selection and registration of international higher-research-degree students
- participate in selected international events to promote and develop the international dimension of the Enterprise Strategy where that relates to research commercialisation and new commercial research development opportunities.
2012 was another dynamic year in Massey’s ongoing internationalisation strategy. The University continued to actively develop relationships with key partners all around the world, and signed collaborative Memorandums of Understanding (MoUs) with 37 institutions ranging from foundation and pathway agreements to undergraduate and postgraduate articulation agreements, scholarships, Study Abroad and Student Exchange.

Of special note in 2012 was the renewal of the tri-partite agreement with China’s foremost University, Peking and Shihzei University, for joint research on pasture irrigation, soil testing and sheep breeding. This is an important collaboration for the three partners and is supported by the China Scholarship Council. The partnership, originally signed in 2005, was designed to include universities from China’s east and west and a New Zealand university.

Massey also signed an agreement with the University of Delhi that will provide opportunities for student and staff exchanges and information sharing collaborations. Delhi is one of India’s oldest, largest and most prestigious universities. While Massey already has strong links in India through Anna and Velore Universities, the agreement with Delhi, which has 500,000 full-time students, takes those to a new level.

Massey also became a ‘preferred provider’ for the Indonesian Government, which plans to spend significant money over several years providing scholarships for students, tertiary teachers and public servants to study overseas.

During a trip to Indonesia Vice-Chancellor Steve Maharey signed agreements with the Directorate-General of Higher Education, the Ministry of Education and the Sampoerna Foundation in Jakarta, along with four major Indonesian universities in the cities of Bogor, Malang and Surabaya.

Over the next five years the Indonesian Government, through the directorate-general, will provide scholarships for up to 10 PhD or master’s students and Massey will provide up to 10 English language study awards for PhD. The agreement also provides for developing academic activities and research cooperation between Massey and Indonesian universities.

Massey is also increasing its offshore delivery through the selective launching of key degree programmes including the Bachelor of Aviation Management, in partnership with the Singapore Aviation Academy and delivered in South East Asia; Postgraduate Dispute Resolution programmes in partnership with Khon Kaen University and delivered in Thailand; and the Bachelor of Food Technology in partnership with the Singapore Ministry of Education and located on the Singapore Polytechnic campus.
RESPONSIBILITY

WE WILL ENHANCE OUR REPUTATION AS NEW ZEALAND’S DEFINING UNIVERSITY BY CONTRIBUTING TO AN UNDERSTANDING OF, AND INNOVATIVE RESPONSES TO, SOCIAL, ECONOMIC, CULTURAL AND ENVIRONMENTAL ISSUES.
ASSOCIATED GOALS:

• Promote the capabilities and expertise of Massey University staff and students across all campuses and to wider audiences.
• Foster engagement models that support campus-wide participation in projects that contribute to framing and/or resolving the complex problems affecting our communities and society at large.
• Promote and value citizenship and leadership in Massey staff and students and the communities they support, with which they engage and from which they benefit.
• Secure and direct resources to support projects addressing defined ‘grand challenges’ of national and/or global significance.

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 and environmental responsibilities seriously, and that we make a positive contribution to issues of concern by supporting and valuing participation at individual and community levels. While we do much of this work through our research, teaching and connections with partners, we also support a wider range of engagement activities without being fully aware of their value and benefits. We are committed to taking the lead on issues where we have the knowledge, skills and experience to make a meaningful contribution, and by making our expertise available to decision-makers and others who need help and advice.

Professor Hamish Gow who has created the internationally-recognised Food Safety Knowledge Network. The materials are now used by the World Bank, International Finance Corporation and United Nations Industrial Development Organization.
Chief of Defence Force Lt Gen Rhys Jones and Dylan Judson, great-grandson of Sgt Reginald Stanley Judson, at the launch of the Definitive WW1 History project.
STRATEGY

SHARING KNOWLEDGE AND EXPERTISE
With significant intellectual resources at our disposal, high expectations from our community, and staff and students committed to making a difference in the world, Massey is attracted to working on big, complex societal problems. We welcome these challenges, because they energise our students, staff and alumni through missions that resonate with their values and their belief in our ability to make a difference.

We continually strive to develop our capacity to bring people together for a common purpose and work collaboratively on issues that affect the sustainability and quality of our modern society. We also seek to promote our unique capabilities to a wider external audience and develop new opportunities for flexible knowledge-sharing and innovative problem-solving. By focusing on knowledge-sharing networks, we aim to ensure that the intellectual capital and distinctive expertise of our staff enrich and enable the communities, businesses, agencies and publics who work to boost New Zealand’s long-term economic and social prosperity.

In 2013 we will:
• promote the ‘Massey expertise’ database (www.massey.ac.nz/massey/expertise) as a key tool supporting active functional knowledge networks
• use a range of other communication channels to promote a greater external awareness of Massey expertise and a greater engagement with our extensive intellectual, physical and professional resources.

CREATING OPPORTUNITIES
The Massey Strategic Innovations Fund (SIF) will again be used to enable the deployment of Massey University expertise and resources to support innovative responses to identified ‘wicked’ problems. In 2013 the SIF will again offer grants of up to $100,000 to support innovative transdisciplinary group work on agreed issues or problem areas of national significance that also link to one of the seven big goals in The Road to 2020. In the past four years SIF has also supported a range of smaller projects (up to $30,000) brought forward by groups of staff across and in each college and from service units for the development of initiatives that underpin our rich engagement with a range of issues. Going forward, this funding will also be awarded to those seeking to secure funds from, and share resources with, external partners and develop joint projects around ‘grand challenges’ of national and/or global significance.

In 2013 we will:
• provide resources through SIF to support groups of staff developing responses to defining issues
• provide resources to ensure the consolidation of those initiatives adopted at an institutional level
• recruit, develop and respond to ‘grand challenges’ presented by external partners that address issues of national and/or international significance
• focus the 2013 Vice-Chancellor’s Symposium to promote and share the outcomes of SIF-funded projects.

MAKING A DIFFERENCE
Massey University has been building knowledge networks since its foundation. We teach and have produced research of national and international significance on key topics that underpin the sustainability agenda, ranging from energy and transport to waste management, life cycle assessment, sustainable design and freshwater solutions, as well as supporting and participating in a broad range of projects that address community development, sustainability and resilience at ‘local’ and ‘national’ levels. The 2012 launch of the Living Labs project across New Zealand showcased one model. Other innovative work on the challenging aspects of community development in the South Pacific received Royal Society Marsden Fund support, and research to address community resilience issues in the face of natural hazards will now be advanced with support from the Ministry of Business Innovation and Employment.

In 2013 we will:
• embed a sustainability audit framework in our teaching and research programmes
• ensure that all staff and students have opportunities to develop their understanding of the key issues underpinning sustainability, and how they can help to embed this agenda
• seek to share best sustainability practice with our partners as a tool for influencing the behaviours of businesses, industry, government and communities
• seek partnerships with international centres that focus on sustainability and resilience, with the goal of strengthening our knowledge base and building exemplars of best practice.

2 Scheyvens and Banks 2012
3 MBIE Natural Hazards Platform funding to Johnson et al.,
At college level, key initiatives for 2013 include:

- maturing the ‘Living Lab’ community projects
- launching a dedicated Māori Economic Development Research Group
- advancing our engagement with ‘addiction’ research with a focus on alcohol abuse
- participating in the New Zealand Sustainable Business Council
- launching a Massey student chapter of Enactus (http://enactus.org) on each campus.

VALUING COMMUNITY CONNECTIONS

Our knowledge networks at individual, group, unit and institutional levels enable Massey to build citizenship and leadership into the core of our engagement with the communities we support, with which we engage and from which we benefit so much. Many of our staff and students support and contribute to a diverse range of community-oriented programmes and initiatives. Our objective in 2013 is to promote our expertise and capabilities to strengthen our contributions to citizenship and leadership. We will ensure that our staff and students are appropriately recognised for their roles in developing our three campuses and the surrounding communities. We also need to ensure that we promote the resources available through our staff, students and facilities more effectively and to a wider audience.

In 2013 we will:

- advance our audit volunteering activities on all campuses to gain a better understanding of how we contribute
- wherever possible, align and coordinate our resources to greater effect
- develop a volunteering strategy, with associated guidelines for recognising and rewarding citizenship where appropriate.

Massey has also made a notable contribution to society through deploying staff and expertise in response to a range of issues and developments in New Zealand and in sister communities elsewhere. Our emergency management team was one of the many groups involved in supporting the Christchurch response to the earthquakes in 2010 and 2011, and then Japan – and in October 2011 the Massey University Oiled Wildlife Response Team was called on after a major oil spill on the Astrolabe Reef off New Zealand’s East Coast. Our social sciences researchers are valued for their key contributions to the study of demographics and the reframing of the New Zealand population in the 21st century. Through the new College of Health our internationally recognised capabilities in public health and life-course well-being will be further enhanced. These developments highlight Massey’s uniquely relevant academic and professional expertise, which can be deployed (even at short notice) when required.

Looking ahead, we aim to:

- extend the knowledge management and transfer capabilities of key groups to ensure that we adapt and embed key learning outcomes into our curriculum, our teaching and learning and our professional development programmes
- contribute to on-going discussions on matters concerning native flora and fauna (the WAI 262 claim) being considered under the Treaty of Waitangi
- participate and respond to the National Science Challenges.

With more than 125 years of accumulated history, Massey is well placed to participate in and contribute to a narrative of New Zealand’s cultural and economic development in the latter half of the 20th century. In 2013 we will further develop our contribution to the forthcoming centennial commemorations of New Zealand’s defining engagement with the First World War. With this in mind, we aim to:

- consolidate our alliance with the New Zealand Defence Force, the Ministry for Culture and Heritage, key Māori groups and other relevant parties to ensure that our contribution is relevant and reflects the widest possible engagement with key stakeholders
- develop a series of scholarly books, covering aspects of military history in this historic period, and secure support from other contributors.
The Massey University Living Lab is a collaborative, research and innovation space where academics and research students work with external partners to co-create new sustainability-related knowledge and practices.

Living Labs provide research students with the opportunity to be involved in projects alongside academic staff and external partners. It is a powerful example of applied learning.

In 2011-2012 Massey University staff worked with the Wellington City Council, the Palmerston North City Council and the Hawkes Bay Regional Council on a project called 'Challenging Sustainability' which explored sustainable agricultural land use at the urban, rural and peri-urban scales.

Also in 2011-2012 a major piece of research was undertaken for the Palmerston North City Council about farmer experiences and perceptions of subdivision.

In 2012-2013 a project called 'Sustainable Dwellings' will investigate the uptake of sustainable dwelling design in Palmerston North.
GENERATING INCOME

We will significantly increase our income and improve our financial position to allow for more investment to enable the university to achieve its goals.
ASSOCIATED GOALS:

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

Massey is a modern university, responsive to New Zealand’s changing culture and environment while continually meeting challenging milestones on the road to 2020.

We aspire to be acknowledged as New Zealand’s defining university and as a world leader in higher education and scholarship. To achieve this goal, we need to secure our financial base to continue to meet the challenges of the future whilst continuing to deliver benefits to all our stakeholders in New Zealand and around the world.

We know that we need a substantial increase in income, and given our history as a bold, innovative, ‘can do’ institution we’re confident that this will happen. It’s the only way we can secure our freedom to pursue our goals and chart an independent course for our future.

STRATEGY

Massey University must find new ways to adapt and respond if we are to build on the plans underpinning The Road to 2020. As a priority, we must:

- generate an appropriate budget surplus each year to secure the resources we need to invest in our future growth and success
- provide for reliable long-term capital investment so that we can realise our plans for upgrading, refurbishment and new infrastructure development
- work to develop new income streams so that we are less sensitive to changes in public funding and more able to act as a leading exemplar of a successful, entrepreneurial university.
We will improve our financial stability by diversifying our funding base and earning more income from non-government sources through developing business opportunities that build on our core strengths. This will involve embracing and supporting innovative approaches to diversifying our business models and associated revenue base.

We will increase our income year on year from a balanced portfolio of funding drawn from government sources, earned income and private giving. This will involve:

- developing and implementing frameworks that provide incentives to raise revenue
- restructuring our information base so that we can monitor performance effectively
- continually improving our capital asset and treasury management programmes
- raising $100 million of external funding through the Massey University Foundation by 2020
- helping staff who allocate and manage financial resources to increase their financial literacy
- ensuring that our financial policies and processes are accurate, up to date and fit for purpose.

We will also continue to develop an information base of performance indicators and benchmarks, which will enable us to compare our performance with that of peer organisations.

INCOME GENERATION AND DIVERSIFICATION

Generating income (from diversified sources) and investing that income wisely are key to achieving our goal of becoming New Zealand’s defining university. We will continue to explore and pursue a mixture of short-, medium- and long-term revenue-generating opportunities based on:

- delivering quality programmes that exceed students’ expectations
- internationalising our curriculum and teaching
- professional and continuing education
- research and consultancy
- commercialising our intellectual capital
- commercial and business operations
- the Massey University Foundation.

We know that many aspects of New Zealand’s university environment are regulated by the Government and we have no reason to believe this will change. We also recognise that the Government only partially funds university education, so we need to ensure that our fees are appropriate for the quality of the educational experience we deliver.

Our international students offer another revenue-growth opportunity. Through our internationalisation strategy, our goal for 2015 is to:

- increase by 400 the number of international EFTS studying domestically each year
- increase by 1000 the number of EFTS studying in their home countries, at a distance.

We will achieve this by:

- focusing our resources on selected key markets
- developing foundation and articulation pathways to Massey
- building close relationships with international students in New Zealand schools and promoting Massey as a destination for their post-secondary schooling
- ensuring excellent relationship management with prospective students

We will also:

- providing a robust scholarship and incentive programme.

We will also:

- build on the portfolio of courses offered through PaCE, recognising the growing market for professional and continuing education among New Zealand-based and international students
- seek to increase our share of research funding from the PBRF and other government and international sources
- explore opportunities for further research revenue through contracts with government and non-government organisations, in accordance with our Research Strategy and the activities evolving through Massey Enterprise.

IP commercialisation has already proven a successful revenue source. As a university focused on practical applications, we will aim to set the standard in this area by stimulating an entrepreneurial culture within the ‘Massey Enterprise’ brand (see ‘Research and scholarship’) and commercialising ideas where possible. We will promote IP commercialisation through Massey Ventures Ltd, with seed funding secured through partnerships with organisations such as the BCC, Auckland UniServices Ltd1 and the ecentre.

Our priorities for 2013 will be to:

- advance our successful high-throughput model for IP commercialisation
- secure partnerships and create opportunities to increase our income through the development of Massey Enterprise.

Other revenue-earning opportunities include:

- leasing buildings and facilities to commercial interests
- sourcing private funding from trusts, foundations and individuals who believe that, through relationships with Massey, they can enhance their impacts and contribute to our promotion of the new New Zealand scholarship income.

Our priorities in 2013 will be to:

- focus on being a supplier of first choice for executive education and lifelong learning
- investigate and develop an offer for new Massey services to the private market.

The Massey University Foundation has a key role in raising funds for University projects that cannot be funded from public money or student contributions. Donations to the Foundation are invested in an approved investment plan and the University meets all marketing costs.

The Foundation has launched ‘Advancing New Zealand’, a major campaign aimed at raising $100 million to support teaching, learning and research in agri-food, innovation and creativity. Its fundraising activities will continue in 2013 and include several large strategic appeals, including an appeal for the strengthening and refurbishment of the Refectory.

COST CONTROL

Cost control is essential to financial sustainability. We will continue to implement strategies to improve the margins that we generate from activities, such as through intelligent procurement. We will also set ourselves challenging targets to reduce costs through:

1 Auckland UniServices Ltd is the largest research and development company in the Southern Hemisphere.
• clearly aligning budgets with the University goals and objectives
• changing purchasing behaviour to ensure that decisions favour products that are fit for purpose. This will mean implementing communication strategies to ensure that we do not pay for products that either do not meet or exceed specified needs
• introducing appropriate incentives to support efficient and effective resource allocation
• using volume purchases to reduce costs
• re-engineering business processes to secure both value and cost-saving opportunities.

BALANCE SHEET MANAGEMENT
Massey has significant assets on its balance sheet and little debt. Achieving our goals will require us to get maximum value from our assets while managing our liabilities and risks effectively.

We aim to get greater value from our resources and will continue with the capital asset management programme to ensure that the University’s facilities are fit for purpose and continue to meet demand both now and into the future. Massey will also continue, through the implementation of its Treasury Framework, to invest funds and related assets to achieve the best overall rates of return.

These plans will ensure that:
• capital is invested in high-priority areas
• the TEC’s balance sheet targets are met or exceeded
• each dollar of current assets offsets every dollar of current liabilities
• surplus cash is invested and generates appropriate returns
• performance measures are set for every part of our business, and these are monitored and maintained
• risks are prudently managed and audit recommendations cleared expeditiously
• assets are appropriately leveraged to meet or exceed agreed hurdle rates for financial returns
• non-productive/non-strategic assets are disposed of and the resources reallocated for more beneficial use.

The Massey University Foundation is a charitable organisation established to foster philanthropy and raise funds for facilities and strategic imperatives at Massey that would otherwise be beyond the University’s reach.

Ultimately the Foundation endeavours to develop a substantial endowment fund that will give the University economic stability and independence in times of recession and political volatility.

Last year the Foundation had its most successful year ever with donations of $2.3 million helping its endowment fund to reach an impressive $17 million.

Of significance in 2012 was a bequest of over $1 million from Palmerston North couple Kenneth and Elizabeth Powell. This is the largest personal donation ever received by the Foundation.

The late Ken and Elizabeth Powell decided several years ago that they wanted to establish a scholarship fund to support the study of technology at Massey, although neither of them had been students at the University. Mrs Powell, a midwife, and Mr Powell, an engineer and specialist in aircraft maintenance, said at the time that as technology had been central to both of their lives they wanted to give young enthusiasts in their home city “an extra edge”.

In 2012 the Foundation continued with a direct from salary giving initiative that allows Massey staff to contribute directly from their salary or wage to the Foundation, and to get the tax back immediately rather than wait for their year-end tax return. To date over 50 staff have signed-up contributing an annual total of $23,000.

The Foundation also launched its first-ever alumni appeal in 2012. Donations from this first appeal totalled over $36,000. This appeal will be conducted annually with a target of contributions of $100,000 per annum.

The Foundation is actively working on a number of other imperatives including:
• A project to raise $1.47 million to build a new hospital for Wildbase (formerly the New Zealand Wildlife Health Centre) is now halfway to its target. The new facility will enable Wildbase to treat many more animals and improve success rates for returning them to their natural habitat.
• The Foundation is also seeking donations to support the writing and production of several volumes of history to commemorate the 100th anniversary of the First World War. All volumes will be sold and any proceeds will fund scholarship, study and research at Massey University.
ENABLING EXCELLENCE

WE WILL PROVIDE THE BEST WORKING AND LEARNING ENVIRONMENT FOR OUR STAFF AND STUDENTS.
To consolidate our progress on The Road to 2020, we will:

• create a high-performance culture that brings the University community together in an atmosphere of trust and accountability, which enables us to enact our shared values, embrace change and deliver tangible results
• engage all staff and students in extending the horizon of The Road to 2020 out to 2025, what it means for them and how they can contribute to the achievement of our shared goals
• cultivate our people’s confidence to take the lead at all levels.

AN ENABLING CULTURE
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, where our staff have the capabilities, motivation and necessary authority to lead the way in teaching and research, where University shared services for students and staff are among the best you can find, and where smart investment in contemporary new technology provides 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 that support our staff and students and in turn our systems will support that desired culture.

ENABLING CULTURE: OUR STAFF
Our people strategy will continue to focus on ‘attracting, engaging and developing great people and providing them with an enabling environment’ but in particular we will:

• align our systems and culture so that our people-related processes work for us
• continue to focus on our people’s professional development, so that they can excel
• engage with our people so that they can and want to contribute their talent
• reward and recognise high levels of performance
• develop a service culture and service capabilities.

STRATEGY

CULTURE AND SYSTEMS

Our strategy provides a touchstone that guides our endeavours, but to sustain and fully realise the strategy and goals, we must define the cultural attributes and values necessary for success and embed these in the way we work together. To support this we will:
• be clear about the behaviours we value and by which we hold ourselves accountable by facilitating teams to develop shared values
• devolve decision-making authorities so that decisions get made quickly at the right level
• streamline the academic promotions process to expedite this more quickly and enhance feedback so that people know what they need to do to achieve their aspirations
• give our people easy access to decision-useful information for better, faster decision-making
• e-enable routine processes to make them easier, faster and more effective.

DEVELOPING CAPABILITY

Our enabling culture will be underpinned by a continuing investment in developing people’s capabilities. We will:
• build on our existing programme for Emerging Managers and Women’s Leadership, by introducing a new managerial-leadership programme for head of school and department levels
• accelerate the readiness of new managers with a new managerial-leader’s induction planner
• develop an early-career academic development programme which integrates the teaching, research and service role dimensions to consolidate the practices that underpin academic career success
• equip our people to engage confidently with stakeholders and the public
• enhance access to any-time professional development with online training resources
• define success profiles for Massey’s managerial leaders and staff that make clear the required capabilities, authorities and accountabilities, particularly in relation to revenue generation, connections, responsibility and excellence in research and teaching
• enhance our academic development and promotions process by communicating a 21st century definition of academic excellence
• build staff confidence and capabilities to engage sensitively with Māori and Pasifika
• promote new career-planning resources and workshops to improve the visibility of career opportunities for our professional services staff
• continue to promote opportunities for women in senior academic and professional services staff positions through the academic promotions rounds and continuing implementation of the most immediately relevant aspects of the Massey Pay and Employment Equity Review.

ENGAGING OUR PEOPLE

Engaging our talented workforce will be critical to delivering on our strategies. To support this engagement, we will:
• enhance our people’s ‘voice’ by introducing a range of feedback mechanisms (including an all-staff survey) and emphasising local team-based responses so they can take an active part in making Massey a great place to work
• enhance communication resources and skills to help managers and their teams to engage in quality conversations about the things that matter to the University and its people
• facilitate people leadership forums that engage established and emerging leaders and support an emergent shared philosophy of leadership at Massey
• promote resources and programmes that ensure safety at work and staff wellness and resilience
• support positive workplace relations by defining the valued behaviours we expect in our workplaces, and through early problem resolution and a zero tolerance of inappropriate behaviours.

RECOGNISING AND REWARDING PERFORMANCE

To encourage high standards of personal, team and University accountability and achievement, 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. The systems will include appropriate rewards for particular contributions to revenue generation, such as short course delivery, funded research and consultancy. We will support people’s development to achieve higher levels of performance and a culture where performance matters.

SERVICE CULTURE

The way we design the organisation and organise work, and the roles we perform, will continue to evolve to reflect a 21st century entrepreneurial university, with a constant focus on ensuring that we have the workforce we need and the right services and roles for achieving our goals.

To help our academic community to excel, we will develop our service culture and service capabilities through strategies such as:
• stakeholder-focused service excellence training
• a service excellence award system
• professional services staff conferences
• asking service stakeholders about their service experiences
• a focus on continual improvement in all our service areas.
ENABLING CULTURE: OUR STUDENTS

Massey University students can expect to receive high-quality services that support their lifelong learning, personal and professional needs. We recognise the diversity of the student community, and aim to ensure that our services meet the many needs of undergraduate, postgraduate, domestic, international, on-campus and distance students, including the diverse range of student cultures in the University.

We aim to:

• continually develop and align student learning and life services across our campuses and among distance students within our one-university strategy, in line with student feedback and from engagement with the student body and with student associations
• continue implementing enrolment system improvements as part of our Enrolment Management Plan, including systems to improve our advice to students on qualification and enrolment planning
• further develop systems for engaging with the student body
• further develop service quality programmes aimed at enhancing services for students
• improve our responsiveness to student feedback through surveys and other forms of evaluation
• actively enhance career and employment outcomes for students by integrating scholarship, career and employment advice, guidance, support and services
• strengthen our pastoral care services for students
• strengthen student clubs, societies and cultural groups and the support they are provided
• provide experiences for students that, combined with their formal learning programmes, help to make them better citizens and contributors in the workplace.

STRATEGY

We will:

• support our students more by coordinating, aligning, developing and delivering our services across campuses and colleges
• deliver services funded by Student Services Levies in line with the Ministerial Direction on Compulsory Student Services Fees
• continue improving the student management system and aligning student recruitment and enrolment processes with academic planning
• continue with initiatives to improve all aspects of service delivery for students
• develop and implement a service excellence programme, to enhance services for students on each campus and for distance students
• make better use of IT to support the student experience, through better coordination between campuses, improved communication with students and across the University, and improved engagement with the student body.

Through this work Massey University’s campuses will be environments where students from a range of backgrounds can learn from, understand and respect each other, appreciate their differences, and work together to achieve common goals.

ENABLING CULTURE: OUR INFORMATION TECHNOLOGY

Massey aims to provide an integrated, collaborative, visual and intuitive IT environment that significantly improves the experience and efficiency of students and staff.

In 2013 we will:

• carry out a $7 million program of upgrades to core areas or server storage, communications, audio-visual, support systems, student computer laboratories and personal communications
• support business-led projects in the replacement of the Student Management System, Rich Media Learning, Electronic Document and Records Management, Stream extensions and Web Content Management
• continue with current implementations for Security Access and Telephony which will simplify access for staff, integrate traditional telephony and video conferencing with web based document collaboration, and provide a new style of working that can be supported by conventional personal computing and mobile devices
• provide staff with a variety of online workflow and data-management tools, improving access to files via the web, providing a consistent interface to operational reporting, and enabling them to establish and share their own collaborative workspaces
• encourage a culture of service delivery, communication, innovation, rapid response and consistent practice among IT support staff.

STRATEGY

IT is an important accelerator for achieving the University’s goals. Our Information and Technology Services (ITS) Strategic Plan addresses the key ‘enabling elements’ of information management, collaboration and engagement, access and availability, and the provision of resilient and reliable applications and infrastructure.

INFORMATION MANAGEMENT

As data volumes and information requirements increase, so too do the challenges of information guardianship, sharing and harvesting. Our aim is that the University will know its own business and information resources so thoroughly and immediately that it can confidently plan for and react to changing business requirements.
Massey Albany students enjoy Pasifika food at the opening of the new Student Central building on campus.
With this goal in mind we will:
  • provide a manageable toolset that is consistent and well understood
  • contribute as appropriate to policy and practice development
  • assist with data storage while providing secure data management and access
  • provide training and project support as required.

COLLABORATION AND ENGAGEMENT
Massey's long tradition of distance learning and teaching has led us to excel in collaboration and engagement. Our strategy aims to:
  • implement productivity tools and enable collaborative partnerships by removing distance as a consideration from everyday activities
  • create a working environment that attracts people to work and study at Massey
  • place the customer and their workflow at the heart of everything we do.

ACCESS AND AVAILABILITY
As one of New Zealand’s largest IT users, Massey faces a growing challenge in providing unimpeded access to research, teaching and business systems and services. We need to 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 institutions.

We will:
  • build a standards-based capability
  • enable reliable, secure access for staff and students to the IT appropriate to their roles, at any time, from anywhere, using a range of technology.

TARGETED GROWTH OF RESILIENT AND RELIABLE APPLICATIONS AND INFRASTRUCTURE
A large-scale, unmitigated failure in IT equipment would be catastrophic for Massey University, so to ensure a right-sized, reliable and fit-for-purpose solution, we aim to:
  • ensure business continuity in times of adversity
  • identify and manage the current and future costs of delivery and growth based on technology roadmaps
  • run projects and use operational controls to manage outcomes responsively in a changing environment.

The ITS Strategic Plan, together with the planning roadmaps for core business information systems and infrastructure, shapes our investment in IT and helps to set the priority of annual delivery objectives. Planned initiatives include:
  • Information management
    o in partnership with business units, progress the information management systems roadmap against the capital plan
  • implement an ITS project, programme and portfolio management process connecting University strategic planning with ICT governance processes to achieve auditable, risk-managed, coherent deliveries against the forward capital plan
  • Collaboration and engagement
    o complete the migration to Lync unified communications for all staff
    o deliver the Sharepoint Collaboration platform with full production support for document management, enterprise reporting and Massey web content management access and availability
    o implement a broad IT-skills-based training programme for staff and where possible students
    o complete the Identity and Access Management implementation, providing the capability for same sign-on across all University systems
  • Targeted growth and reliability
    o conduct full trials of disaster recovery processes using the Albany data centre facility
    o implement comprehensive monitoring and management tools.

ENABLING INFRASTRUCTURE: OUR CAMPUSES
The learning spaces and buildings that staff and students use are crucial to enabling the kind of university that Massey aspires to be. Our strategy is to continue enhancing the quality of facilities for staff and students, to develop iconic facilities that define our character and to ensure we continue to develop new-generation spaces, facilities and virtual environments that are appropriate for our future learning, research and entrepreneurial activities.

The new College of Creative Arts building in Wellington, the Bioprocess engineering facility at Manawatū, the new science laboratories at Albany, and the upcoming veterinary complex upgrade and heritage restoration projects are examples of the types of campus development that define the character of the University.

Consistent with our one-university approach, all campus management teams will work closely with colleges and services to ensure that staff and students have safe, healthy, comfortable and sustainable environments that are great places in which to work, learn and play, and we will allocate resources to support their development, maintenance and renewal.

We take our social responsibilities very seriously, and intend to make Massey an example of sound social, cultural and environmental practices for many years to come.
We plan to:
• align campus services, coordinate campus operations, and prioritise our investments in buildings, facilities and infrastructure on all campuses in line with the University’s Capital Asset Management Plan
• align our campus development plans with our academic, research and enrolment strategies, in particular in support of our Albany growth plan, while continuing to ensure the effective use of space
• progress capital development projects in line with our investment priorities, including those relating to health and safety and requirements for seismic strengthening of buildings
• ensure that the campus experience for students is a model for social cohesion, healthy lifestyles and environmental sustainability
• model, to the extent possible, sound social and cultural and sustainable environmental practices.

STRATEGY

CAMPUS DEVELOPMENTS
Our campus development planning aims to support the ‘innovation’ agenda at the Albany campus, the ‘agri-food’ agenda at Manawatū and the ‘creativity’ agenda in Wellington.

Our campus plans for the future include:
• continuing to refurbish the Manawatū campus, including the upgrade of the veterinary complex, the restoration and seismic strengthening of heritage buildings, and developments required for the relocation of the College of Education from Hokowhitu to Turitea (Manawatū)
• developing and implementing a campus development plan for the Albany campus, which will enable us to improve the utilisation of current space and to develop the campus infrastructure progressively in line with forecast population growth in the region
• consolidating the Wellington campus around the campus heart, including the new Creative Arts building, the first stages of upgrading the library, relocating the Public Health research centres to the main campus, and upgrading the marae
• using pedagogically informed design in creating teaching spaces in all our campuses.

We will also continue upgrading the library buildings on all campuses. This reflects our commitment to:
• improving our library services and programmes for blended and distance students, including Māori and Pasifika students
• improving the quality and variety of space to meet students’ learning and study needs
• strengthening our electronic collections, especially for the needs of research and e-research.

We will 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.

Our upgrade plans for buildings on the Manawatū and Wellington campuses will continue to ensure that they are fit for purpose and compliant, and use space efficiently. We will also continue with our building development programme at Albany, by opening new laboratories needed to deliver a more comprehensive science programme to meet current and emerging demand, further developing student amenities spaces, and progressing plans to meet future student accommodation requirements.

In all our campuses, we will improve the utilisation of all spaces, and will explore opportunities to develop more social spaces for staff and enhance campus life through buildings, facilities, services and events.

ALIGNING INFRASTRUCTURE WITH ACADEMIC DEVELOPMENT
We will continue with projects designed to align our capital asset management planning with academic development planning: relocating the College of Education from the Hokowhitu site to Turitea and the School of Public Health to the central campus in Wellington, and providing spaces for the new College of Health on all campuses.

We will seek opportunities to support all forms of contemporary sport, culture and performance. We will continue developing the services, infrastructure and facilities required to create a high-performance centre of excellence in sport.

HERITAGE AND CULTURE
As part of the Massey heritage programme, we will partner with the Massey University Foundation 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 and Tiritea House.

We are committed to ensuring that our campuses reflect the values of our nation and the backgrounds of our staff and students. We acknowledge the place of Māori in our society by affirming te reo Māori and developing marae on all three campuses; and New Zealand’s place in the Asia-Pacific region and the world by creating facilities that support students’ global cultures.
During 2012 on the Albany and Manawatu campuses two high-tech teaching rooms were completed, allowing for multi-location, multi-mode, interactive and flexible teaching to become a reality. Within a blended and distance learning or collaborative environment with the capacity to handle interactive groups of up to 40 participants, or up to 60 for presentation purposes only. In Semester 1 2012 there were 25 fully facilitated live sessions achieved.

This project was not just about creating two high tech teaching rooms, the design and usage will influence all future teaching space development including lecture theatres. This project ensured alignment to sound teaching and learning pedagogies and the strategic digital framework of the University along with supporting the goal to provide “anywhere, anytime, learning” to all our students.
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