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

**WORLD-LEADING**
pure and applied research, conducted in partnership with industries and the communities we serve;

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

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

**ROLE-MODELLING**
excellent practice as a Tiriti o Waitangi-led institution;

**A REPUTATION**
for caring, and a commitment to our people and our places.

We are inspired by our name *Te Kunenga Ki Pūrehuroa*, from inception to infinity. Massey is not simply defined by what we do, but by *how* we do it.
Massey University first founded its international reputation as a world-class agricultural college in Palmerston North in 1927. In 1960, Massey led the way in distance higher education. In 1993, it established a campus in Auckland, and in 1999 it incorporated the renowned School of Design, established in Wellington in 1886. It now delivers teaching and research across a range of areas that combine the universal search for knowledge with addressing real-world problems. Our world leading reputation now extends across many diverse disciplines, all with international excellence and national significance in common.

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

As we look to the future, we will make sure that our research is exceptional, and that it expands knowledge and improves the lives of communities and individuals across the globe.
Our students will experience world-class learning that recognises their intellectual and cultural strengths, expands their horizons and prepares them to contribute to a rapidly transforming world with skills, critical and creative thinking and leadership. We will integrate curricula, pedagogy and digitally-supported learning environments to support our students’ learning journeys.

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

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

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

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

Massey is not only defined by what we do, but by how we do it.
WE WILL DO THIS BY:

**STRATEGICALLY**
Investing in focused areas of both applied and "discovery" research;

**PROMOTING**
And rewarding excellence in research;

**INVESTING**
In the next generation of researchers by creating an environment where the world’s best young researchers can flourish;

**DEEPENING**
Strategic research collaborations and relationships nationally and internationally, and particularly with industry and community for mutual benefit;

**MAXIMISING**
The commercial benefit of intellectual property and other outcomes derived from research; and

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

**RESEARCH**

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

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

WE WILL DO THIS BY:

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

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

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

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

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

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

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

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

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

PROMOTING and rewarding excellence in teaching scholarship; and

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

CIVIC LEADERSHIP

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

WE WILL DO THIS BY:

CONTRIBUTING
to a socially progressive and constantly changing Aotearoa;

SUPPORTING
academic staff to publicly disseminate research findings and act as “critic and conscience” of society;

PROMOTING
leadership and career development that includes communication training;

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

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

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

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

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

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

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

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

STAFF EXCELLENCE

MAXIMISING
staff engagement and wellness;

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

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

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

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

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

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

FINANCIAL EXCELLENCE

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

LINKING
investment of resources to the achievement of our strategic outcomes;

DEVELOPING
and maximising commercial acumen for managers;

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

DIVERSIFYING
revenue sources.

BUSINESS EXCELLENCE

CLARIFYING
and, where necessary, simplifying corporate and internal entities;

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

INCREASING
internal transparency and collaboration;

FOSTERING
and enhancing excellence in service quality;

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

ESTABLISHING
clear delegations’ frameworks that provide authority and accountability;

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

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