PROGRESS ON ACTIVITY
2016

Shaping the nation and taking the best to the world
The Road to 2025

The following report has been compiled using information primarily sourced from the Quarterly Consolidated Performance Reports, Massey News and the Vice-Chancellor’s e-logs as at 1st November 2016.

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CONTENTS

| Big Goal 1: Research and Enterprise | 4 |
| Big Goal 2: Teaching and Learning | 12 |
| Big Goal 3: Connections             | 20 |
| Big Goal 4: Internationalisation   | 26 |
| Big Goal 5: Responsibility         | 32 |
| Big Goal 6: Generating Income       | 36 |
| Big Goal 7: Enabling Excellence     | 40 |
| Staff                               | 41 |
| Students                            | 42 |
| Infrastructure                       | 43 |
| Appendix A – 2016 Key Actions Status | 48 |
BIG GOAL 1: RESEARCH AND ENTERPRISE

Te Rangahau me te Umanga

“To promote the highest standards of research and scholarship, be a world leader in our areas of specialisation and support active engagement with, and participation in, knowledge exchange to ensure that the intellectual capital we generate is used to best advantage.”
The following key initiatives were undertaken in 2016 in support of the Big Goal Research and Enterprise.

BUILDING UP TO 2018 PBRF

Massey University advanced College plans for its Performance Based Research Fund (PBRF) submission in 2018 following the Institutional Review of Research (IROR) undertaken in 2015. With University level support, Colleges are implementing their plans which include mechanisms to enable staff to fulfil research requirements. These comprise targeted support, advice and mentoring, the strategic allocation of College MURF funds, symposia, training days and workshops, focussed support for early career researchers, and the provision of research mentors. Expectations regarding PBRF preparation have been communicated widely to the University’s academic community. A PBRF governance group, which meets on a monthly basis and is chaired by the AVC Research, Academic and Enterprise, oversees activities against an approved timeline. The University is also investing in both centrally delivered and college-based support, aimed to significantly improve our overall institutional quality score.

RESEARCH STRATEGY 2017-2021

The new University Research Strategy was drafted and refined this year with input through College Research Committees and other wider workshop opportunities for staff on each campus. The Strategy document is in draft as at 1 November. The final consultation period was extended to 1 December to ensure sufficient engagement, commentary and buy-in from the University community. The Strategy proposes six key commitments and 28 objectives, and includes an implementation framework by which to monitor progress. It is expected that College Research Strategies will be updated to reflect the university’s Research Strategy 2017-2021, once approved. The Research Strategy will, following consultation, proceed to SLT for finalisation in early 2017.

RESEARCH COMMUNICATION STRATEGY

Communicating our research to the wider communities we serve is a major objective for this year. Rangahau: Research at Massey has been published by Massey University Press and was launched in November; the book celebrates Massey University’s outstanding research through profiling 30 Massey University research projects. The stories contained in Rangahau have also been repurposed for the Massey website. Work on the website to improve the visibility of research expertise, award winners and research projects has also progressed during this year albeit slightly behind the planned completion schedule.

LIFT MASSEY’S POSITION IN WORLD RANKINGS

- Massey University maintained top QS rankings for veterinary science and for agriculture and forestry, ranking 25th and 30th worldwide respectively. In addition, nursing, and finance and accounting ranked in the top 100. It is the first time QS has ranked nursing.

- Massey University’s School of Design is now ranked second within the Asia-Pacific region by global design award agency Red Dot. Four years ago the school was placed 11th in the same rankings. Only China’s Zhejiang University was ranked higher. The College of Creative Arts has forged a number of new partnerships in 2016 with institutions in China.

- Plans are on track to develop and implement a Massey University Partnership Strategy to match Massey’s capabilities with potential new partners with the expectation that new research partnerships will be revenue generating. Mapping against New Zealand companies is complete and is being used to inform internal planning. Mapping of publications against QS and Times Higher Education (THE) is underway and was reported to the University Research Committee in October in the “Collaboration and Co-Publication” paper. Further review of MoU and contracts with QS and THE ranked institutions is also underway. The Partnership Strategy is now operating within Research and Enterprise: new international, national and local research partnerships have been developed; resultant research initiatives are in development.
‘RESEARCHER DEVELOPMENT’ PROGRAMME

- Initial implementation of the Vitae Framework is underway with PhD candidates. A wider rollout to staff will be piloted by Massey Business School. In addition, in order to improve PhD students’ employability outcomes an outline for transferrable skills for PhD students was developed. A transferrable skills programme, under discussion by the Deans and Directors of Graduate Research Schools New Zealand (DDoGS) and which involves the development of content for modules within the programme has not progressed in 2016.

INCREASING THE NUMBER OF HIGHER RESEARCH DEGREE STUDENTS AND REDUCING COMPLETION TIMES

Activities to grow the pipeline of postgraduate research students in 2016 included:

- An increase in the number of PhD scholarships - an additional 30 PhD scholarships were available in 2016. This is part of an investment over three years of $4.5 million in this area which moves us toward the 2021 competitive goal of 200 postgraduate research scholarships.

- Massey Business School undertook to review its plans for attracting PhD students – the report will be received and recommendations considered by the College Executive in the fourth quarter. The School has encouraged its PhD coordinators and staff to use PhD scholarships to attract high calibre local and international PhD candidates with a special focus on Māori and Pasifika candidates. The School has worked closely with Research and Enterprise services to offer PhD supervision training workshops to all staff by the end of 2016.

- A proposal is underway to develop a Professional Doctorate in Massey Business School. If the decision is made to proceed it will go to CUAP Round 2 2017.

- A contract is drafted and agreed for a joint postgraduate school hosted by the College of Sciences with AgResearch. Implementation of the school was behind schedule due to lead staff changes at AgResearch.

MĀORI KNOWLEDGE DEVELOPMENT AND LEADERSHIP

- A strategy, ‘Developing Māori Research’ is in planning.

- Targeted invitations to apply for a Pākehautia Award (for fees) were sent to all Massey Māori postgraduates. Seventy-three applications were received and 56 were awarded. All applications required an academic endorsement.

- There has been strong engagement in the Vision Matauranga Capability Fund campaign including VM workshops which resulted in a number of new partnerships with Iwi. One Iwi-based postgraduate research hub has been created with Ngāti Wai.

- Four of the six MBIE Vision Matauranga Capability Fund projects awarded to Massey University in 2016 are led by staff from College of Sciences. In addition, staff from the College of Sciences are partners in a project led by Rangitaane. The projects span all of New Zealand, working with Iwi in the areas of horticulture, ecology, and river and freshwater quality. The projects focus on building capacity and capability in Iwi and developing strong partnerships that can help Iwi achieve their aspirations.

- Massey University leads the Matauranga Māori research program within the Resilience to Nature’s Challenges, National Science Challenge. This project directly contributes to the Māori community by supporting 11 Māori researchers across the country across 7 institutions. Within the project Massey has provided three PhD scholarships to Māori students and directly supported Iwi/Māori organisations by providing direct funding to salaries for three research positions.

- The Institute of Agriculture and Environment (IAE) has supported Rangitaane O Manawatu/ Tanenuiarangi Manawatū over the last 10 years and continues to support their two staff members in terms of environmental research and gain research funding.

- Over the last year Massey staff have supported the Te Tai Hauauru (south-western North Island) Iwi Fisheries Forum particularly when engaging with Trans-Tasman Forum Hauauru (south-western North Island) Iwi Fisheries. This in turn allows the student to continue to be employed related to their environmental management aspirations.

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- The IAE continues to support Ngāti Rangi and Whanganui Iwi. Through those relationships Massey is providing a PhD scholarship to one of their Iwi member to undertake a PhD related to their environmental management aspirations. This in turn allows the student to continue to be employed part-time with the Iwi.

- IAE is a party to the renewal in August of the MoU with University of the South Pacific.

- Currently underway is the process of developing a MoU with Fiji National University (FNU) with a food science and agriculture emphasis.

- The start of the project on improving the cocoa sector in Samoa has begun and the next phase of the contract will be to subcontract AgriChain Centre and the Samoa Chamber of Commerce (who have the contract with MFAT).
SUPPORTING ADVANCEMENT OF PASIFKA RESEARCH AND ITS EFFECTIVE DISSEMINATION

- The Pacific Research Guidelines, which will assist researchers intending to work in the Pacific were developed and presented to staff in November this year. The Pacific Research and Policy Centre provides an up-to-date list on its website of Massey staff who are conducting research in the Pacific or on Pacific topics.

EXTERNAL RESEARCH FUNDING – A PLANNED APPROACH

- The University was awarded more than $4.4 million in funding from the Health Research Council to tackle issues including screening for cervical cancer, cancer survival rates in Māori, improving smoking cessation rates, managing nurses’ fatigue (Safer Nursing 24/7 project) and occupational risk factors of cardiovascular disease.

- Six research projects involving Massey University have been awarded more than $2 million from the $4.75 million Government Catalyst Fund, which aims to link New Zealand with other world-class international research groups and initiatives. Examples of Massey projects include developing 5G communication technology worldwide, predicting when the next volcano will erupt, child development in New Zealand, quality housing for the elderly, creating metals from plants, and distinguishing “doomed” endangered species from ones that can be saved.

- Research and Enterprise services continued to support Colleges with the major contestable funding opportunities i.e. National Science Challenges (NSCI), Catalyst, Marsden, national and international partnerships development, through proactive and targeted workshops and communications.

- Colleges continued to focus effort to increase levels of success in external research funding. Approaches taken include:
  - the College of Humanities and Social Sciences appointed research development officers to work with staff within the College to identify opportunities and support College academic staff making funding applications;
  - CoHSS has increased its success in Marsden funding applications (2 in 2015, 5 in 2016) after a major investment by the College to increase C&T funding and reputation. The 2016 results put CoHSS amongst the most successful Humanities and Social Science colleges in New Zealand.
  - an incentive scheme for staff as part of the External Funding Strategy from Massey Business School for non-government research contracts;
  - a variety of new partnerships developed with external funding attached (including international) by College of Sciences staff against a College plan and target; and
  - the College of Health completing its review of units’ research development plans to identify shared needs.

- Planning was underway to respond to the Request for Funding Applications process (expected November) for new Centres of Asia-Pacific Excellence (CAPEs) announced by the government as part of the Innovative New Zealand package in Budget 2016. CAPEs will be cross-institutional centres of excellence, in the language, culture, politics and economics of countries or groups of countries within the Asia-Pacific region.

- The Centre for Research in Mathematics Education (CeRME) was launched in October at the Auckland campus. The launch was part of the Making Waves and Opening Spaces symposium. The Centre is part of the Institute of Education at Massey University, and brings together specialists in mathematics education to work on a common theme: the place of mathematics education and its transformative potential in New Zealand, the Pacific region and the world.

- A new specialist clinic has opened at Massey University’s Auckland campus, with the aim to help people of all ages across the region that stutter. Early treatment is essential to try and prevent long-term impacts. The clinic is a collaboration between Massey University’s Speech Language Therapy Clinic and the Parnell-based Stuttering Treatment and Research Trust (START).

AGRIFOOD

- Launch of the New Zealand Food Safety Science and Research Centre by Science and Innovation Minister Steven Joyce and Food Safety Minister Jo Goodhew in May. The centre will help to continue to build New Zealand’s reputation as a global leader in the supply of safe food by delivering world-class strategic scientific research driven by the needs of government, consumers and industry. The Centre’s inaugural director is Massey Professor Nigel French, a world leader in molecular epidemiology and public health research. Since its establishment the centre led successful bids for $500,000 for development of its business and research plans, $21 million for the centre and $1.25 million for the New Zealand-China Food Protection Network.

- A new partnership, the New Zealand-China Food Protection Network (NZ-CFPN), was established and received funding of $1.25 million from the Ministry of Business, Innovation and Employment. The network will enhance communication between research scientists, government organisations and industries in New Zealand and China, and it will work alongside the New Zealand Food Safety Science and Research Centre. The partners in the
Progress on Activity 2016

NZ-CFPN are from leading universities, Crown Research Institutes and the Cavيثron Institute. The Network will create a new mechanism for knowledge generation and exchange, enabling the uptake of research into effective policies that reduce hazards in the food chain and ensure a sustainable supply of safe and nutritious food. It will increase consumer confidence in both countries, ensuring international best practice is being followed for food protection.

- Professor Barbara Burlingame has been selected for the new High Level Panel of Experts project team, for the Committee on World Food Security (CFS) and is the only appointment from the Southern Hemisphere. The team will address the theme ‘Nutrition and Food Systems’ and will report to the Committee’s 44th session in October 2017. The expert panel was created as part of the reform of the international governance of food security and nutrition.

- A new research centre, the Alpha-Massey Natural Nutraceutical Research Centre, was launched in April, following the signing of a MoU earlier in the year between Massey University on behalf of the Riddet Institute, Alpha Group Holdings Ltd and Shanghai’s Tongji University. The centre’s research will evaluate extracts for biological activity from plants common in New Zealand and thereby enhance New Zealand’s research and innovation capacity in natural nutraceuticals.

- The Massey-led Science of Food platform received $1.5 million of funding from the High-Value Nutrition National Science Challenge. Science of Food platform will address the technological challenge of creating food products that provide enhanced health benefits by delivering natural health-enhancing compounds (bioactives) to the body. Up to $1.5 million has also been allocated to Consumer Insights research at Plant and Food Research, with a focus on the health and wellness needs of Asian consumers.

- Progress has been made on a Joint Food Science Facility with AgResearch. A $39 million state-of-the-art facility, announced in August and in concept design phase, is to be built over the next two years alongside the existing Food Pilot Plant on the Manawatū campus. The facility which will be the epicentre of science for FoodHQ is part of a larger body of work, the Future Footprint Programme. The facility will be the base for nearly 140 staff and students, about 90 of them from AgResearch. In addition to research, it will have a strong educational component and will house and train undergraduate and postgraduate students from the University. The facility will house food and bio-based science teams from AgResearch (dairy foods, food nutrition and health, and part of food assurance and meat quality), and staff and students from Massey University’s Institute of Food Science and Technology and staff of the Riddet Institute, the Massey hosted Centre for Research Excellence.

- A new role of food entrepreneur-in-residence at Riddet Innovation has been established with the aim to encourage greater food innovation, entrepreneurial thinking and commercialisation of food science and technology ideas. Riddet Innovation is part of the Massey Institute of Food Science and Technology and has the ability to take on a range of projects from strategic research to practical processing and technology development.

- The New Zealand Land & Food Annual 2016 - Why waste a good crisis? published by Massey University Press and launched in June is the first edition of many that will examine and analyse the agrifood and agribusiness landscape in New Zealand. The book contains chapters derived from the collective knowledge of 26 expert contributors from a spectrum of organisations and viewpoints. Authors come from tertiary institutions like Massey University, manufacturers including The New Zealand Merino Company, and many more industry leaders in science, farming, banking, research and environmental protection.

- In March the Social Science Food Network was established to foster greater cross-disciplinary and collaborative research to make fundamental food science research more socially applicable and effective. The range of food-related areas to which social science researchers can contribute includes: societal understanding of foods; consumption and consumer acceptance of foods; food communication and the mediation of food; history of food; sociology of food and eating; health psychology of food; food poverty and insecurity; food banks/social justice and food; food policy; overeating and dietary practices new migrants and food what, how and why people eat what they do; fast food and commodification; the pleasures of food; food substitution and supplementation; food safety scares; food practices in the context of food allergies; vegetarianism and other eating practices; families and food; food waste and dumpster diving; and food markets, local food and sustainability.

- The 2016 New Zealand Food Awards were held in October with entries up by 62% over 2015. Massey University sponsors the supreme award. As a leading provider of knowledge for food and health innovation in New Zealand, Massey University owns and organises the awards, recognising the creativity, innovation and excellence of our largest export sector since 1987. Each year the awards celebrate new initiatives in food and beverage production and manufacturing, identifying not only company leaders who inspire others to meet their standards of excellence, but the creative work of product innovators in packaging design, nutrition, enterprise, food safety and quality.

› The strategic and supporting partners with Massey for the awards are – Auckland Tourism Events and Economic Development, Countdown, FoodHQ, The FoodBowl, The New Zealand Institute of Food Science and Technology, Ministry for Primary Industries, New Zealand Trade &
Te Puna implemented an annual calendar of events as planned. A Steering Group met six weekly to review progress on the four work stream areas and eight ‘focus projects’ for 2016. Also, the network met every 6 weeks to develop links; a monthly newsletter was used as a mechanism to circulate ideas and opportunities. A series of free public lectures and discussions, ‘Better Futures’, with expert panellists was delivered.

- **Food Futures Taranaki 2016 event**, organised by Massey University and Venture Taranaki in January, provided case studies as well as information and guidance from agrifood specialists for people interested in Taranaki’s food and beverage sector development. The event included presentations on global food market opportunities; food and food processing innovations; regional food and beverage sector development initiatives; Māori agribusiness ventures; the evolving sheep dairying sector in New Zealand; nutraceutical and pharmaceutical market opportunities, and food export security.

- **Te Puna’s Workstream 1, Entrepreneurial Leadership**, progressed as planned: a team of Massey staff supported the Flourishing Regions Initiative being undertaken in collaboration with the Horowhenua District Council, and Te Puna supported the Global Market Immersion Programme for food executives being led by FoodHQ.

- **An implementation plan for the Manawatū regional agri-business strategy** was submitted to government mid-year. FoodHQ is highlighted as a key initiative for the region. Funding has been received for FoodHQ to support the research programme of Proliant, a new business in the region.

- **The 2015/16 agritech-accelerator SPROUT programme** was delivered and the university is involved in planning for the 2016/17 programme. SPROUT, supported through the BioCommerce Centre in Manawatū, is a five month programme designed to fund the next generation of agritech start-up companies in New Zealand.

- **Professor Ian Yule and the team in the Centre for Precision Agriculture** have developed a **pasture sensing robot prototype** that will help farmers generate better information about the pasture and soils on their farms. Current sensing technology is typically carried on planes or drones and uses expensive and complex equipment. A robot is a cheaper option that would also be more reliable as it is less weather dependent than drones. The robot was originally designed by Transpower and students in Massey’s School of Engineering and Advanced Technology as a tool for assessing equipment at substations to reduce response times at remote locations. The prototype robot was on show at Massey University’s display at Central Districts Field Days in March.

- **Massey University was the proud sponsor of the 2016 FMG Young Farmer of the Year competition.** The competition is a showcase of the best young talent the agricultural sector has to offer, celebrating innovators, excellence and the best of the industry to the wider community. Four of the seven grand finalists attended Massey University.

- **Massey University is seeking to add a Global Centre for Indigenous Leadership** to the work being done by the team at Te Puna Whakatipu. The mission of the centre is to build indigenous leadership capacity and capability through the design and delivery of multi-faceted projects that incorporate research, teaching, consulting, engagement, policy formulation and programme development activities to advance indigenous leadership, delivered by interdisciplinary teams from within Massey and internationally. In November Dr Selwyn Katene was announced as the Establishment Director of the planned Centre.

**COMMERCIALISATION**

- **The Commercial Architecture Review**, which included **Enterprise Delivery**, was considered at SLT Planning Day in June.

- **Massey Ventures Ltd** was awarded $927,692 over three years from the **Government’s PreSeed Accelerator Fund**, and will match the funding, enabling it to allocate more than $1.8 million to Massey staff or student projects with the potential to attract research investors from fields such as veterinary technology, food technology, fundamental science and engineering. Massey will fund a minimum of 21 projects from initiation to commercialisation, which has led to intellectual property licences and spin off companies in the past. Budding entrepreneurs were given a behind-the-scenes look into some of the North Shore’s most innovative companies through Massey University’s first **start-up bus tour**. The entrepreneurs were hosted by e-Centre, Massey University’s business incubator in Auckland, and given the chance to pitch their ideas to an invited audience.

- **Reinforcing the strength Massey University has in commercialisation**, **BioLumic**, led by Dr Jason Wargent, has been placed at #2 in the list of most promising early-stage companies in NZ at the launch in October of the TIN 100 Report 2016.
AWARDS AND APPOINTMENTS

- Professor Emeritus Margaret Tennant has been elected to a general position to the Council of the Royal Society of New Zealand for a three year term, adding strength to the humanities presence on the 11-strong body. She joins two Massey University academics – mathematician Distinguished Professor Gaven Martin and molecular geneticist Professor Barry Scott – on the Council.

- Professor Barry Scott was awarded the 2016 New Zealand Microbiological Society Orator Award. Professor Scott’s life’s work has seen him at the forefront of New Zealand’s response to mad cow disease and the country’s policy towards genetically-modified organisms.

- Distinguished Professor Gaven Martin, from the New Zealand Institute of Advanced Studies and the Institute of Natural and Mathematical Sciences, has been named a Foreign Member of the Finnish Academy of Sciences and Letters – Finland’s equivalent to The Royal Society. Typically only two non-Finnish academics are named each year to the Academy, which represents all sciences and humanities - highlighting Professor Martin’s expertise.

- Professor Murray Cox was awarded a Humboldt Research Fellowship to conduct research on advanced human genomics at the Max Planck Institute, one of Germany’s most successful research institutions, over 2017-18.

- PhD student Shuxiong Chen has been awarded the Chinese Government Award for outstanding self-financed student abroad for his work in 2015. Mr Chen’s research focuses on designing and engineering self-assembling antigens towards the formation of particulate vaccines against a variety of infectious diseases. Mr Chen, originally from China, studied at Massey’s Manawatu campus and is one of only two PhD students to receive this award in New Zealand.

- Massey University finance researchers, Professor Ben Marshall, the MSA Charitable Trust Professor in Finance, Professor Nuttawat Visatanachoti and Associate Professor Nick Nguyen won the inaugural Boyle, Lally, and Rose prize for best overall paper at the 2016 New Zealand Finance Colloquium. Their paper titled ‘Exchange Traded Fund Liquidity’, examined the liquidity of over 800 funds using daily data and tick data (the fluctuation in price from trade to trade).

- Dr Mikael Boulic from Massey University’s School of Engineering and Advanced Technology was presented with an Emerging Researcher Award at the inaugural Health Research Council/Massey University Health Research Leaders Awards held in August. The award is in recognition of a project to improve health outcomes and indoor environments in primary schools, in an effort to decrease rates of illness, decrease absenteeism and the level of chemical pollutants using a low-cost solar ventilation unit.

- Professor Robyn Phipps was awarded a highly commended award in the James Hardie Innovation category at the 2016 New Zealand Institute of Building Awards held in August. The award was given to Professor Phipps by industry experts to acknowledge her leadership on a project aimed at improving health and wellbeing in low decile classrooms with a low cost solar ventilation system.

- In October Massey University’s Riddet Institute welcomed Professor Warren McNabb, as the Centre of Research Excellence (CoRE) deputy director. Professor McNabb joins Massey following his most recent role as research director at AgResearch. He is also a Principal Investigator at the Riddet Institute and is a Fellow of the New Zealand Institute of Agricultural and Horticultural Sciences.

- Professor Ian Yule has been announced as president-elect (2018-20) for the International Society of Precision Agriculture. Professor Yule’s global-first research is at the forefront of developing practical applications for remote sensing and imaging. His research has contributed to New Zealand’s largest jointly-funded remote sensing project, a Primary Growth Partnership project funded by Ravensdown and Ministry for Primary Industries. The research is expected to result in $120 million a year in export earnings by 2030 and net economic benefits of $734 million between 2020 and 2050.

- Dr Allanah Ryan was appointed to the position of Director – Sustainability in May and is underway with developing a university-wide sustainability programme. An Energy Efficiency Strategy has been prepared and progress is being made to implement activities against an approved plan.

- Massey University Research Medal 2016 recipients were announced in November. The research medals and awards will be presented at a ceremony early in 2017. These are:
  - Individual Research Excellence – Professor Marlena Kruger (School of Food and Nutrition) and Professor Tony Parker (College of Creative Arts)
  - Research Team Excellence – Animal Welfare Science and Bioethics Centre (Institute of Veterinary, Animal and Biomedical Sciences)
  - Research Supervisor Excellence – Professor Kevin Stafford (IVABS)
  - Early Career Medal – Dr David Aguirre (Institute of Natural and Mathematical Sciences), Dr Jodie Hunter (Institute of Education), Shannon Te Ao (College of Creative Arts).
BIG GOAL 2: TEACHING AND LEARNING

Te Whakaako me te Ako

“To ensure an exceptional and distinctive learning experience at Massey for all students.”
The following key initiatives were undertaken in 2016 in support of the Big Goal Teaching and learning.

**ENHANCING ACADEMIC PROFILE**

**ACCREDITATIONS AND REACCREDITATIONS**

- **Massey Business School has maintained its prestigious AACSB (Association to Advance Collegiate Schools of Business) accreditation**, a hallmark of excellence achieved by less than 5 per cent of the world’s business programmes. The recommendations from the review team that visited in 2015 were ratified by the relevant AACSB committees in 2016. The school received particularly high praise for its levels of engagement and innovation through initiatives such as its annual Research Translation Competition which challenges academics to make their research more accessible, and the Auckland Knowledge Hub which provides research-led solutions to public and private organisations. Consumer Insights, the Massey University spin-off company that provides market research services to regional businesses, and New Zealand’s first university share trading room were also singled out for commendation.

- **The School of Accountancy was successful with AACSB Accounting Accreditation**. It is one of only three in Australia and New Zealand, and one of only ten in the Asia-Pacific region to be accredited by AACSB - the world’s largest and longest-standing accounting accrediting agency.

- **The US-based Accrediting Council on Education in Journalism and Mass Communication (ACEJMC) awarded full accreditation to Massey’s communication programmes** in May, noting the school’s strong leadership, large research output, good connections with industry and its commitment to constant improvement. The accreditation applies to the Marketing Communication, Public Relations, Journalism Studies and Communication Management majors within the Bachelor of Communication, as well as to the Postgraduate Diploma in Journalism and the Master of Journalism. Massey is only the seventh institution outside of the United States and the first in the Asia-Pacific region to have its programmes recognised in this way. Also, Massey’s is the only three-year degree in the more than 100-year history of the Council to receive accreditation.

- **An application was filed as planned by Massey Business School to the Commission of Sport Management Associations (COSMA) for accreditation of Massey’s related programmes**. Accreditation will differentiate Massey’s offering in the international market.

- **The accreditation panel for the Bachelor of Information Sciences visited Massey in December 2015 and recommended regulatory changes to the programmes 3rd year capstone project**. The programme was reviewed and amended.

**QUALITY ASSURANCE AND QUALITY ENHANCEMENT**

**DEVELOPMENT OF QUALIFICATION PERFORMANCE DASHBOARDS**

Qualification Performance Dashboards will identify key metrics to measure performance. Progress on this initiative is dependent on the Curriculum Management sub-project of SMSi; some piloting of information and consultation has taken place (see also Enabling Excellence – Infrastructure, SMSi).

The report ‘Assessing the Massey University Academic Offer’ which tracks ten years’ of enrolment data across Massey qualifications was presented mid-year to the University Academic Committee. The report recommended the development of a sustainable, future-focussed directional academic strategy to underpin the future of the University’s academic offer and curriculum design. This work is being progressed by the Academic Profile Taskforce, led by the AVC RAE, as a working party of Academic Committee.

**HALLMARKS OF A GOOD QUALIFICATION PROJECT**

The Hallmarks project, to inform the design, approval, delivery, and review of qualifications, has been deferred by the Academic Profile Taskforce and will not be completed within 2016 as originally proposed. Alternative models are being evaluated in tandem as an alternative to developing a Massey-centric approach to quality.
QUALIFICATION REDESIGNS AND CURRICULUM DEVELOPMENT

MASSEY BUSINESS SCHOOL

• Redesign of the BBS core, development of capstone papers for all majors, the development of a 15-credit internship paper, and the development of new regulations, have been completed and the documentation submitted to the College Studies Committee with no requirement for it to go to CUAP Round 1 2016. Implementation of the new core will start in 2017.

• The Executive MBA has been realigned to meet both University and CUAP regulatory requirements.

• Plans to develop a distance MBA have been deferred to enable the newly appointed (in August) Director-Executive Qualifications to assess the situation.

• The Master of Professional Public Relations has been delivered for the first time in 2016.

• The proposal for a Master of Māori & Indigenous Business, a new qualification jointly developed with four other NZ Business Schools, was submitted to Round 2 CUAP.

COLLEGE OF HEALTH

• The redesigned Bachelor of Nursing and Master of Public Health proposals were submitted to Round 1 CUAP. Programme promotion campaigns were initiated for 2017 enrolments. Redesign of Master of Public Health and ongoing changes to Bachelor of Health Science is utilising an online approach to most papers to make MPH and most majors and minors in BHlthSci available by distance.

• Redesign of the Bachelor of Sport and Exercise progressed slower than planned owing to efforts to align new programme core with revisions to the Bachelor of Health Science core papers to be shared across programmes.

COLLEGE OF SCIENCES

• The College has undertaken a comprehensive BSc evaluation project in 2016. A series of proposals were drafted on the BSc redesign and shared with College staff for feedback. Final recommendations are due before year-end.

• Preparation of a business case exploring the financial implications of an increase in class size for the Bachelor of Veterinary Technology is on hold. In principal the aim is to increase the class size of the B VetTech programme.

• The Diploma of Meat Technology curriculum (courses and delivery timing and mode) has been revised. The diploma is the sole Level 5 qualification for the meat processing industry. A plan is underway to pilot an offering to international students in 2017.

• Plans to develop a new qualification, Masters of Professional Practice, for delivery in 2017 have been reconsidered in light of the revision of the College’s portfolio of qualifications and the initiative has been deferred.

• Academic resourcing issues to complete course development for MSc (One Health) has delayed launch of the programme in 2016 to 2017. One Health is a burgeoning field of high national and global opportunity.

• A new Māori Agribusiness major within the Bachelor of AgriCommerce was available for the first time in 2016. The qualification produces graduates with the core skills of an agribusiness graduate, but also with the cultural information to help organisations collaborate with Māori. Students take core papers from the Bachelor of AgriCommerce as well as specific Māori Agribusiness papers like Māori Agribusiness Systems and Māori Policy in Agribusiness.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

• The proposal to develop a new qualification, Masters of Analytics and Informatics, for offer in 2017 received College-Board approval mid-year.

• Teaching teams were finalised and development of new curriculum commenced for 200- and 300-level core BA papers (with a focus on distance offerings and an updated and comprehensive digital platform ready) for delivery in 2017.

• Review expected to be complete by year-end of outcomes from the first two cohorts of 12-month 180 credit MA students; delivery will be revised as necessary.
• Discussions were ongoing between the Pasifika Directorate and the School of Psychology on collaboration towards developing a **minor in Pasifika Studies**. A consolidation of current offerings in courses with Pacific content is being considered as well as discussion around what the core paper/s would be for the minor with a view to a Pacific Studies programme in time. A multi-discipline advisory group within the School of Psychology is working on the design of both majors and minors within the Bachelor of Arts in Pacific Development.

• The first cohort (11 students) of the new **Te Aho Tātairangi** programme graduated in May. The Bachelor of Teaching Māori Medium, Diploma Māori Education is a four-year double degree designed to train teachers ready to go into the country’s Kura Kaupapa Māori. The course was designed in partnership with Te Rūnanga Nui o Ngā Kura Kaupapa Māori of Aotearoa and is one of the only tertiary programmes in the country to be modelled on Te Aho Matua, the founding document and driving force for Kura Kaupapa Māori.

• One of New Zealand’s first postgraduate qualifications in Māori-medium initial teacher training has been launched by Massey University and is set to start in 2017. **Te Aho Paerewa** will help provide kura kaupapa Māori with highly qualified teachers and give people with degrees the opportunity to move into teaching. The programme, which is delivered entirely in te reo, is a field based one. Te Aho Paerewa builds on the success of the University’s refreshed undergraduate programme Te Aho Tātairangi which delivered its first graduates in 2016.

• A milestone this year was the introduction of a new **Bachelor of Arts major in Creative Writing** with undergraduate offerings, including poetry, fiction, creative non-fiction, life writing, travel writing, script writing as well as other creative options under the Expressive Arts pathway in theatre and film. In 2016, Massey co-organised the second conference of the Aotearoa Creative Writing Research Network (ACWRN) with Auckland University of Technology. The first ACWRN conference, hosted by Massey at the Wellington campus in 2014, saw creative writers from across New Zealand meeting for the first time to discuss the future of the still-emerging discipline in New Zealand.

**COLLEGE OF CREATIVE ARTS**

The **Bachelor of Commercial Music** has been delivered for the first time in 2016.
TEN-YEAR STRATEGIC ENROLMENT PLAN

The work to develop a 10-year strategic enrolment plan is progressing with the adaptation of an internal forecasting tool (the Pipeline Tool) to provide functionality necessary to enable more advanced EFTS forecasting over a longer time period. This will provide an ability to consider EFTS at a campus and whole of university-level.

DEVELOP AND ENCOURAGE TECHNOLOGICAL INNOVATION IN TEACHING

- Development of an Online Strategy for the University and renewal of the Teaching and Learning Framework both tracked behind schedule over the year.
  - The delay in refreshing the Teaching and Learning Framework, which was to have been presented to Teaching and Learning Committee in July, is due to the need to first develop an Academic Plan/Strategy for the University which shows the place of the Framework with respect to this. A workgroup was established in quarter three to refresh the Framework.
  - Development of an Online Strategy for the University tracked well behind schedule and is reliant on successful recruitment to the new role of Dean, Digital Innovation and Learning Futures. Other activities paused pending the new appointment are: international benchmarking of Massey’s distance mode of study, DELFA publication outputs, and support of high quality scholarly practice in distance and learning futures.
- A Hub of Excellence was established in each of the College of Sciences and College of Humanities and Social Sciences. Educational Technology Developers have been recruited by the National Centre for Teaching and Learning and aligned to support each of the five Colleges.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

- The College’s Digital Learning Strategy was considered by the College Executive Group in quarter three. Implementation of the strategy will be staged over the next three years. This includes the goal to improve online/blended delivery and use of innovative curricula and pedagogies for the top 10 (by EFTS) courses outside the BA core. The College has invested significantly in BA core courses plus some other selected courses to improve capability and delivery. The College established a digital project team to identify options in terms of a digital platform for improved online content, especially for the Bachelor of Arts (BA) through its redesign.
- Dr Maggie Hartnett published the book Motivation in Online Education. It is the first book to combine research on the motivation of students in online settings with a range of motivation theories and frameworks. The publication of this book is important and timely given the dramatic impact digital technologies are having on education.

MASSEY BUSINESS SCHOOL

- The development of teaching awards at school level as a formative process towards the Richard Buchanan Teaching Award was approved at the College Executive Group; the final framework is underway and has been communicated to each School.

COLLEGE OF HEALTH

- Workshops and meetings for staff have been ongoing in the College around technology-enabled learning as part of plans to redesign several undergraduate degree programmes. The College has increased the number of papers designed in alignment with the College’s stream-based framework for papers.

COLLEGE OF CREATIVE ARTS

- A Massey Strategic Innovations Fund application was submitted to start the Online Studio Project. Student journey mapping data has been evaluated in the process.
- College of Creative Arts students took part in Runway to New Zealand fashion showcase in India. The programme is funded and organised by Education New Zealand. The students collaborated with students from Pearl Academy and NIFT (National Institute of Fashion Technology), India’s best fashion schools, to produce Western-style outfits made entirely from non-blended Indian fabrics. The project saw the Massey students working with their partners online, culminating in a runway show with Indian judges and models in New Delhi in May.

COLLEGE OF SCIENCES

- 3D digital replicas of a cane toad skeleton and the tough cartilage from the head of a spiny dogfish were made using the School of Engineering and Technology’s laser sintering 3D printer as test cases that will help students learn anatomy. It is not always possible for learners to study original anatomy specimens, which is where high-quality 3D printed models are useful.
SUPPORT THE ACHIEVEMENT OF SUCCESSFUL LEARNING OUTCOMES FOR STUDENTS

- A review was undertaken of the Student Success Strategy and priority initiatives. Once the consultation process is complete and the refreshed strategy approved, work will continue in 2017 to embed priority student success initiatives across the University.
- Analysis of results from the Academic Standing evaluation survey to all students has been completed and a highlights report has been made available. Results have been fed into the work being done on the student success review.
- Progress was behind schedule on the initiative to enhance numeracy support for students through developing foundation papers focussed on numeracy skill development. Development of a model is underway to support the numeracy requirements of students in the Colleges.
- Internal discussions in Massey Business School have been ongoing during the year on recommendations to enhance current processes to improve the student experience and completion rates of MBS students. The aim is to improve completion rates to 70% for domestic students in all taught papers with more than ten students. Pending outcome of the discussions, the recommendations will be presented by year-end to the College Executive Group for approval.
- The College of Health is on track with plans to address low performing provision (LPP). A report has been circulated to all units in the College as part of the basis for ongoing discussions on strategies for improved completion and retention. Guidelines for curriculum and programme design have been drafted and shared with College Executive Group, academic governance, and units; discussions are underway to ensure these are closely aligned with University objectives. Projects in several areas are progressing: employability; student success; technology-enhanced learning; internationalism.
- In the College of Humanities and Social Sciences outcomes of 2015 retention and completion strategies have been reviewed and refined in 2016. Strategic focus has been on the refreshed Bachelor of Arts with progress made in key areas:
  - Adoption of the Massey Student Success Framework with indicators across student life cycle, including student tracking in core papers;
  - Implementation of BASE (BA Student Engagement) - BASE Operational Strategy developed (with overall goal to enhance student experience, increase retention and increase educational achievement), facilitators in place, coordinator appointed and activities running. A physical space was established at the Manawatu campus for semester one and a space also secured at the Albany campus available to students in semester 2. Digital BASE was implemented over the second half of the year.
- The College implemented new Assessment and Moderation Policy, Principles and Guidelines to ensure best practice in assessment design and delivery.
- Establishment of a College-level graduate support function i.e. a graduate school, as referred by the College Executive Group in 2015 was not able to be actioned before year-end and will continue in 2017.
- School of English and Media Studies theatre staff have been engaged during the year in initial community consultation with theatre-makers, companies and arts organisations to develop a project brief and model for the establishment of a resident theatre company in the Theatre Lab at Albany. The project brief and budget is expected to be completed by the year-end for public viewing and dissemination. The Theatre Lab at Albany will contribute to raising the profile of the campus and to developing artistic engagement by students, staff and the wider community on the North Shore.
- Appointment of Graduate Assistants and/or tutor roles to support successful completions of Māori and Pasifika students; and a review of processes instituted in 2015 to track and monitor coursework of students in Te Putahi a Toi in order to expand the processes to complemented Academic Standing, are pending arrival of the new AVC Māori and Pasifika and completion of the appointment process for a new HoS who are expected to provide guidance on the achievement of these and other agreed support mechanisms. However, the Tupuanga project was underway to support targeted recruitment and support for Pasifika students.
- In 2015 the College of Creative Arts undertook a pilot Māori Student Mentor Programme, Tukutuku, that focused on developing whanaungatanga/working relationships between tuakana/senior students and teina/1st year students. After positive feedback the College in 2016 further developed the programme and appointed a new position within the College, ‘Kaupapa Māori Coordinator’, to coordinate the Tukutuku programme. The programme began in March 2016 and will be evaluated at the end of the academic year.
- “A Guide for Good Teaching Practice - Considering Māori Students” was developed and released by Te Mata o Te Tau, the Academy for Māori Research and Scholarship, aimed at increasing Māori student retention and success at Massey University. The new guide encourages teachers to be culturally engaged when dealing with Māori students. It provides a checklist to help teachers think about their teaching practice, strategies for working with Māori students and teaching and learning resources.
- Yuni-tok’ (pidgin for university talk) has been published as a guide for staff to enhance their understanding of cultural needs and learning styles of Pasifika students. In its preparation, a Talanoa session was held on the Albany campus to garner student thoughts on their needs and
learning experiences. A video to accompany the booklet is being developed.

TEACHING EXCELLENCE

• The recipients of the Vice-Chancellor’s Teaching Excellence Awards 2016 (announced in May) are: Associate Professor Margaret Brunton, from the School of Communication, Journalism and Marketing, and Martin McMorrow, a National Centre for Teaching and Learning consultant. Both are based at Albany. The awards celebrate commitment to excellence and innovation in research-based teaching.

• Associate Professor Margaret Brunton went on to receive in August a national Sustained Excellence in Tertiary Teaching Award. The national awards celebrate New Zealand’s best tertiary teachers – as recognised by their organisations, colleagues and students. The awards, which are administered by Ako Aotearoa, also encourage the sharing of good teaching practice for the benefit of students.

PROVIDE STUDY ABROAD, STUDENT EXCHANGE OR INTERNATIONAL STUDY TOUR OPPORTUNITIES

Colleges have been proactive in direct marketing to qualifying students to encourage them to apply for student exchange and to inform them of Student Exchange Study Awards. This is proving successful and the number of students applying for student exchange continues to rise.

• With this success, the Massey Business School is also working with Heads of Schools to identify suitable overseas university programmes that are either consistent or comparable with MBS specialisations for student exchanges. In conjunction with the International Office and a student intern, work was completed on developing planned study abroad programmes with existing partner institutions that align well with offerings for each discipline in MBS. This information has been shared with HoSs to review and provide feedback - or suggest an alternative institution which may not be a current partner for student exchange. The planned programs will be expanded, if required, and finalised for release to students in 2017.

• College of Humanities and Social Sciences completed evaluation of its first delivery of the ‘Cotton Trail’ study tour to determine future opportunities ensuring clear academic pathways.

• The 2016 National Expedition and Internships programme included a Disaster Risk and Emergency Management stream through the College of Humanities and Social Sciences. Discussions are underway for possible new streams for 2017: defence and security studies and/or expressive arts and theatre studies.

• American university students participated in Massey University’s international internship paper, the only one of its kind offered in New Zealand and a first for those studying communication and marketing. The six-week National Expedition and internships programme offers not only an internship with a leading New Zealand organisation, but also a two-week expedition from Auckland to Queenstown. In the process the students complete two 15-credit Massey papers that can be credited towards their degrees back in the United States. Host organisations include New Zealand Police, Enspiral Collective and Volunteering NZ. The communication and marketing programme follows a successful pilot focused on agriculture students in 2014. In 2015, this programme grew from seven participants to 36. In 2016 the university offered three national expedition and internship programmes for agriculture, communication, and disaster risk and emergency management students. Other study areas will be offered in future years, including defence and security studies, creative expression and media studies, and education and community outreach.

• College of Creative Arts was awarded another Prime Minister’s Scholarship for Asia for a study tour to India. The India Study Tour will proceed in January 2017.

EMPLOYABILITY

The employability of Massey graduates is something the University is paying increasing attention to – as is the Government. A major achievement for the University in 2016 was the ranking received in the QS Graduate Employability ranking. Massey is within the top 300 in the world; only one other university in New Zealand was ranked.

A cross-college working party, led by the AVC RAE is developing a University-wide Employability Programme which will reward students for the acquisition and development of a range of identified employability skills. This work aligns closely with the ‘Strengths@Massey’ project, implemented with first-year students in semester two, 2016 and with the Bachelor of Arts programmes ‘Base+’. A distinctive Employability Award will be confirmed in early 2017 and the programme implemented from semester two, 2017.

Other employability related activities include:

• The “Are you employable?” workshop series, following from the pilot series on the Manawatu campus in semester 2, 2015, was developed and delivered for the first time across all campuses. The workshop series develops students’ preparedness for employment, including in a global context, and aligns with the Framework’s core nodes of citizenship, employability and entrepreneurship.
• LinkedIn for Massey students – a series of short videos - have been developed by the Career and Employability Service. Topics include “Launching your career and finding jobs through LinkedIn”, “Making a great first impression online”, and “Finding a job and networking through LinkedIn”.

• To encourage engagement in student enterprise the **Wonder Room**, a new student hatchery and ideas generation space to foster innovation, was opened in June at the Albany campus. The concept is to bring together students from various disciplines for collaboration and working alongside business and industry for solving a problem for a business or the students working on their own social enterprise.
BIG GOAL 3: CONNECTIONS

Te Kōtuitui

“To strengthen our connections with tangata whenua and local, national, and international partners and stakeholders, creating mutual benefits.”
The following key initiatives were undertaken in 2016 in support of the Big Goal Connections.

- **Refresh of the Massey University Brand** was completed in 2016 and is in place for 2017 marketing campaigns. Massey University appointed FCB as its new marketing agency.
  - *Style guides* for web content, publications, social media and traditional media channels have been updated to reflect the brand refresh to enable consistency across units when marketing.
  - The External Relations Marketing team worked with College Account Managers to reassess *marketing priorities* within each College to ensure marketing effort is focussed on areas that have most impact and to improve brand consistency.
  - Recruitment plans for *Māori and Pasifika students* have been refreshed as part of the Massey University brand refresh delivered in September.

**MASSEY UNIVERSITY PRESS**

- The Press’s first year of active publishing was 2016. Its offices are at the university’s Albany campus in Auckland. Massey University Press published 11 books this year, and there are 22 to be published in 2017.

- **Massey University Press** will provide the publishing infrastructure for Te Papa Press following an agreement signed in July. Te Papa Press and Massey University Press books will continue to be published under their respective imprints but the publishing partnership will benefit both organisations.

- One of the most significant books produced by Massey University Press in 2016 is the *Professor Michael Belgrave history of Massey – Empire’s Servant to Global Citizen*.

**REGIONAL ENGAGEMENT**

- Recruitment was underway mid-year by the External Relations team for *roles that support community engagement in the regions*.

- Following on from the publication in 2016 of “**Rebooting the Regions**” edited by Distinguished Professor Paul Spoonley, Massey University hosted a “Rebooting the Regions” conference in November at the Manawatū campus.

- The College of Humanities and Social Sciences, through the *Centre for Defence and Security Studies*, set up a *multiagency research network (MARN)* that was active in 2016 in networking research demand from security agencies (defence, customs, police and others). This provides a model of a visible Knowledge Hub at Wellington. Following the signing of a MoU with the Ministry of Primary Industries there is an MPI Teaching Fellow in 2016 attached to CDSS. A MoU between CDSS and the New Zealand Police was in the final stage of being negotiated in October.

- A MoU was signed in October with the *East Coast Trust, Gisborne*, following which work was underway to write a proposal for an education and innovation centre funded by the Trust. This development potentially provides a model for Massey in other regions. Plans to develop a base for an expansion of tertiary education and research in Taranaki have yet to fully emerge.

- **Te Puna Whakatipu’s Regional Engagement Programme (CodeRED)** planned objectives were modified during the year and progress was underway on the modified plan with a focus on an initial event in November in the Auckland region. The original plan was to expand the reach of regional connections beyond Marlborough, Taranaki, Hawke’s Bay and Manawatū-Whanganui; while the initial plan has not been completed, the process of broadening the discussion to include other areas of the University will be beneficial in the longer term (see also *Te Puna Whakatipu* under Research and Enterprise).

**STAKEHOLDER ENGAGEMENT**

The initiative to improve *engagement with stakeholders* by identifying top stakeholders and creating and managing opportunities is tracking behind schedule.

- A *stakeholder survey* to glean insights to enable more targeted and coordinated engagement between stakeholders and SLT has been deferred to 2017 with the effort instead directed to developing a strategic plan.

- A *strategic plan to advance stakeholder engagement* was approved by SLT in the third quarter but without the requested funding. The External Relations team worked during the year with SLT to prioritise stakeholders and support engagement activities.

- A procurement project to select the best *IT option for Customer Relationship Management (CRM)* is underway, as is a CRM pilot project. Pending decision on a full CRM the external stakeholder phase will not start until 2017 (see also *SMS* under Enabling Excellence - Infrastructure).

**SCHOOLS ENGAGEMENT**

- A Massey University initiative aimed at inspiring Pasifika young people, *Aganu’u:My Cultural Space* is designed to encourage young Pasifika secondary students to normalise success in their own learning context and to influence positive change with their peers, family and wider community. A successful pilot in Auckland in 2015 saw the programme expanded to Wellington in 2016. Students are encouraged to set goals, personalise their success, and go through a range of
exercises designed to deepen understanding of their cultural identity. They are also set a project to develop at school. Aganu‘u is aimed to encourage Pasifika students to see that tertiary education is something they can aspire to and achieve in. The Auckland Aganu‘u will kick off later this month.

- University researchers delivered from the Auckland campus a new, free lecture series, ‘Fascination Science’ to share the wonders of scientific discovery with the wider community.

- STEM Champions pilot programme was provided to year 11 students from Orewa College, Kaipara College and Kelston Girls’ College, Auckland, with the aim of encouraging them to consider study in science, technology, engineering and mathematics (STEM) subject areas. Students choose a topic that they want to learn more about in the natural world and create short documentaries on their mobile phones - the ‘Nature Flicks New Zealand project’. Alternatively, students who participated in the information sciences option were asked to create a mobile app that had meaning to them and to their community. Students had the option to use the Appy Pie app development programme, or to create interfaces and code it themselves. The students were not only asked to design their app but also asked to pitch their app to a panel of judges. The judges looked for the following to be clearly illustrated: the overall visual design of the app, the attention to market research and the needs of the audience, thorough user testing and modification of the prototype, and the overall quality of the group pitch.

- Massey Business School’s annual Business Boot Camp was attended in April by seventy participants from 33 North Island secondary schools. The popular week-long residential programme for secondary school commerce and economics students combines fundamental business concepts and practical ‘soft skills’ to expose students to all aspects of business so they can make more informed decisions about their future studies and careers. Some of New Zealand’s biggest organisations open their doors to the students, including Air New Zealand, Fonterra, HP, Bank of New Zealand, Sovereign, Chartered Accountants Australia and New Zealand and Jucy Rentals.

- Massey University also sponsored the annual Enterprise in Action challenge in July hosting 80 secondary school students for the events which focus on innovation and creativity. The competition, run by the Young Enterprise Trust was held at the university’s Auckland campus. For the first time, Massey was asked to develop its own challenge focused on stimulating New Zealand’s economy and future prosperity. The university chose food innovation because of its importance to the country’s economy, but also because feeding the world well will become increasingly difficult in coming decades. The winners of the Massey Innovators’ Challenge received $5000 worth of scholarships from the Massey Business School and the Massey University College of Health. All competitors also received a $1000 scholarship, bringing the total value of Massey scholarships offered to $144,000 for the Enterprise in Action weekend. It was one of two challenges issued to the students. After also completing the New Zealand Trade & Enterprise Challenge, the top five students were chosen from across all 10 teams and received an all-expenses paid trip to San Francisco to visit Silicon Valley.

- The College of Humanities and Social Sciences continued to advance it’s ‘partner schools’ initiative so that the College’s programmes are seen as relevant to school leavers.

AUCKLAND ‘GROW NORTH’

- The next phase of ‘Grow North’, the Smart Innovation District project, was announced in May, following a major research project into the feasibility of an innovation district in the region.

- Cornerstone partners to the initiative are Massey University, Auckland Events and Economic Development (ATEED) and Bank of New Zealand (BNZ).

- Seed funding from the partners enabled work to start on key projects and appointment of a director to drive initiatives forward.

- Business consultant Kel Marsh was appointed in September to implement a 12-month action plan as part of the ‘Grow North’ strategy. Key priorities into 2017 include: creating an open database and map of innovative companies and innovation resources; connecting with emerging innovation hubs around Auckland; and building skills and exchanges between innovators and the education sector. Baseline data will be established for key indicators to measure success.

- As part of the growth plan for the Auckland@Albany campus, the University released in August a “request for proposal” document. This relates to the opportunity to realise the value of the Oteha Rohe site either through sale or a partnership as Massey looks to develop the East Precinct Sciences Innovation Complex.

- Various events were held on the Auckland campus in support of the ‘Grow North’ strategy. These include Massey’s participation in Auckland Tech Week, and the Family Mud Run which was a community event held in conjunction with North Harbour Woods.

- Massey University signed up as a major sponsor of the Ngāpūhi Festival in January. It is one of a number of initiatives that can help connect the North with Massey. The festival sponsorship fits Ngāpūhi strategy to promote and support educational achievement and higher learning for Ngāpūhi members, the largest iwi in the country.
MANAWATŪ ‘CONNECT TO GROW’

• A Talent Central Event led by the Mayors of Manawatū District and Palmerston North in February focused the region’s attention on how to retain and attract talent. Talent Central was formally launched in March. The University is working with the NZ Army to share best practice and planning for common health and safety issues. Meetings have been held during the year on an as-needed basis.

WELLINGTON ‘THINK DIFFERENTLY’

• Establishment of a Wellington Creative Industries Taskforce was behind schedule. The Taskforce is intended to enable Wellington’s creative sector to work collectively in a strategic manner to maximise its contribution to the City. The College of Creative Arts has been working with Wellington City Council and the Wellington Regional Economic Development Agency (WREDA), however business operations, staffing and organisational structure changes at WREDA have delayed meaningful engagement between the parties on this initiative, as well as on the LUX Festival review. CoCA’s creative precinct project is underway with a relationship established with Toi Whakaari around mutually relevant areas and a relationship in the making with the NZ School of Dance.

EVENTS

• The College of Creative Arts celebrated the 130th anniversary of the School of Design at the Wellington campus. Established by artist Arthur Riley on April 13, 1886 as the School of Design, the college has evolved and gained national and international acclaim. It has undergone several name changes including the School of Art, the Wellington Technical College and the Wellington Polytechnic School of Design. It became part of Massey when the Polytechnic merged with the University in 1999 – and the College of Creative Arts was established to provide an integrated centre for scholarship, research and practice across a range of disciplines including art, design, media and music. Central to the celebrations, the Hall of Fame Gala Dinner was held in June with inductees: Jazz musician Paul Dyne (jazz musician); Gus Hunter (Illustrator and concept designer); Kura Te Waru Rewiri (artist and educator); E. Mervyn Taylor posthumous (engraver and muralist); and Maud Sherwood posthumous (artist).
• The School of Journalism celebrated the 50th anniversary of the full-time Massey University/Wellington Polytechnic journalism school, the oldest continuously operating journalism school in New Zealand. Many of the country’s leading journalists are graduates of the programme. The full-time course began in 1966 at the Wellington Polytechnic and Massey inherited it in 1999. The reunion dinner was held in November.

› At the 2016 Canon Media Awards in May Massey University’s journalism programme received a special award for outstanding achievement and Massey students dominated the two major awards they are eligible for; three of the four finalists for the best student journalist of the year award were from Massey. The Canon Media Awards are the industry’s own awards for journalistic excellence. Canon presented Massey with an award for outstanding achievement, in recognition of the course’s 50th anniversary.
› Audrey Seaman, a Master of Journalism student, was named the winner of the Bruce Jesson Emerging Journalism Award for 2016, the national prize for young investigative journalists in New Zealand. Massey students have won the prize in every one of the past four years, and six times in the award’s eight-year history.
› Chelsea McLaughlin won the Alex Veysey Memorial Prize, named in honour of the late Wellington journalist and awarded to a student who epitomises Mr Veysey’s hard-working professionalism, love of life and journalistic values.
› Jacob Beleski was presented with the Brian F O’Brien Memorial Prize in Sports Journalism. The award is funded by Dennis O’Brien, as a tribute to his late father, who produced, edited and published Sports Digest.
› Rebekah Wilson was awarded the Peter Burke Agriculture Journalism Award for submitting the best rural portfolio of stories.
› Miriam Schroeter won the multi-media prize for submitting the best stories appearing on variety of platforms whether in print, broadcast or online media.
Progress on Activity 2016

- Massey University’s School of Social Work celebrated the 40th anniversary of the Bachelor of Social Work at a three-day conference Social Work in Changing Times: Towards better outcomes in November in Palmerston North. The aim of the conference is to gain new insights into the issues social workers are facing and to encourage innovative practice that makes a difference.

- The regular plan of Defining events during the year included: the Defining Excellence Awards (March); Open Days on all three campuses (August); Ngā Kupu Ora Māori Book and Media awards (October), NZ Food Awards (October); New NZ Forums (November). The events received excellent feedback and communications leverage.

- Defining Excellence Awards 2016
  - The university’s most prestigious award, the Sir Geoffrey Peren Medal, was presented to alumnus Professor Graham Le Gros, in recognition of his career in medical research.
  - Alumna Traci Houpapa was presented the Distinguished Alumni Service Award for her work raising the profile of Māori agribusiness across the primary industry sector.
  - The Distinguished Young Alumni Award was presented to entrepreneur JD (John-Daniel) Trask, who graduated with a Bachelor of Information Sciences from Massey in 2004, and helped set up the highly successful Givealittle website.
  - The Distinguished Alumni Achievement Award was presented to Iain Hay, the Matthew Finders Distinguished Professor of Geography, from Finders University in Adelaide.
  - The Partnership Excellence Award was presented to the fertiliser company, Ravensdown, which has a long history with Massey University, supporting research and scholarships, extending back to 1983.
  - In addition to the Distinguished Alumni Awards, the annual teaching and research excellence awards were presented to Massey University staff.
    - Award for Individual Research Excellence to Professor Glyn Harper (School of Humanities)
    - Early Career Medals to Dr David Hayman (Institute of Veterinary, Animal and Biomedical Sciences), Tanya Marriott (School of Design), Dr Natasha Tassell-Matamua (School of Psychology)
    - Award for Research Supervisor Excellence to Professor Nicolas Lopez-Villalobos (IVABS), Professor Regina Scheyvens (School of PEP), Professor Martin Young (School of Economics and Finance)
    - Award for Research Team Excellence to the Bio-protection Research Team.
  - A Pasifika Book Awards, to celebrate excellence in Pasifika/Pacific literature, was not developed in 2016. Instead, an event is being planned for 2017 where Pasifika creativity is showcased, in line with Massey’s strength in the fine arts area, and focus on innovation.
  - The Queen Sālote Tupou III Lecture Series was due to be delivered before the year-end. Air New Zealand, the main sponsor for previous Pasifika events, agreed to support this initiative too.

- Other Strategic event partnerships and sponsorships in 2016 included: Ballance Farm Environment Awards (Agribusiness community engagement through a number of regional events around New Zealand), NZ Herald Breakfast Talks Series, Women of Influence Awards, Secondary School Volleyball Championships, Wellington Gold Awards (an opportunity to recognise an outstanding individual who displayed qualities of the ‘New Thinking’ award); and the Family Mud Run (a large scale community event held on the Auckland campus) in conjunction with the North Harbour Sports.

- Media partnerships - Further partnerships were being explored by Massey to compensate for the loss of the current affairs programme Three60 which has been discontinued by Mediaworks.

SOCIAL AND DIGITAL COMMUNICATION CHANNELS

- Work to develop an integrated social media strategy and implementation plan to create a community of practitioners slowed following vacancy of the social media manager position mid-year. Recruitment to a new position was underway.

- Massey University has developed an app, NCEA Credsta, to help high school students track their NCEA progress. The app uses colourful cartoon characters to turn the chore of recording NCEA credits into a game. The app allows students to record credits as they are achieved – whether they are at Level 1, 2 or 3 – and track overall progress. In the process, users earn virtual coins to buycollectible badges that reflect their achievements. The app also contains a virtual marketplace where users can buy, sell or swap badges, with the aim of collecting all five sets.

WEBSITE DEVELOPMENT

- The Website Replacement project was expected to be underway in 2016 however there were delays in the business case process due to availability of resources. Business case development started in quarter three and pending approval of the business case, the project to remake the website will take effect over 2017.
• There has been ongoing work to maintain the **existing website** in the interim (including programme pages, homepage, enrolment section and major site pathways). The process for updating course planning information on the Courses website was reviewed and updates loaded for 2017 enrolments.

• Translation of webpage materials during Te Wiki o Te Reo Māori was completed along with a number of events on each campus. A draft report through the Office of AVC Māori and Pasifika to promote correct and increased usage of Te Reo Māori in the University is due to be complete in December.

**INTRANET**

Work continued, though reported as well behind schedule, to improve the experience of the SharePoint base intranet ‘OneMassey’. A report was commissioned from a third party on issues facing the intranet and a pathway forward. The web team supported preparation of several papers through ITS on the subject.
BIG GOAL 4: INTERNATIONALISATION

*Te ao Whānui*

“To extend our reach so that we operate worldwide as New Zealand’s defining international university.”
The following key initiatives were undertaken in 2016 in support of the Big Goal Internationalisation.

MASSEY UNIVERSITY WORLDWIDE

- The Massey University Worldwide (MUWW) Strategic Business Plan was approved by SLT and Council in September.
- An Operating Model has been agreed and funding principles developed and approved by SLT.
- Massey Global Limited is operational (in start-up mode). Board meetings are being held regularly and new Board members appointed. MGL Singapore is established and operational.
- Five initial MUWW projects are being rolled out with strong College support. The 2016 MUWW Projects are being actively developed, with a view to launching globally in the second half of 2016 calendar year. Good progress has been made and reported to the MUWW Governance Group.
- Online delivery platform - MUWW facilitated a high level discussion between SLT members and Australia’s largest online education service provider. An online delivery platform for MUWW cannot be separated from the domestic platform. Resulting from the rethink undertaken by MUWW Governance Group, AVC RAE and GM MUWW are leading training for existing staff utilising existing platform.

INTERNATIONALISATION FRAMEWORK
The Internationalisation Framework was developed and approved in 2016.

GROW RANGE OF QUALIFICATIONS AND PROGRAMMES AVAILABLE OFFSHORE

- The delivery of the Bachelor of Food Technology with Honours programme at the Singapore Institute of Technology (SIT) was underway in September, with the first cohort of students beginning lectures at SIT’s Dover campus. The Collaboration Agreement between Singapore Institute of Technology, Massey University and Massey Global Singapore PTE LTD was signed in February 2016. The agreement was for the parties to jointly deliver the Bachelor of Food Technology (with Honours) programme. The SIT-Massey University programme focuses on food product technology, combining food science, food engineering and food business. The programme educates and equips students with the fundamentals of food science and applied food technology skills required for global careers in the food industry. Students learn in the classroom and in practical laboratory and workshop sessions that focus on industry problems and solutions, obtaining hands-on experience in industrial-standard food processing plants.
- A second cohort of 69 students started in September in the 3+1 BInfSc programme with Hebei University of Technology (HEBUT). Sign-off by the Chinese Ministry of Education is still in progress.
- College of Sciences is increasing the number of papers available in fully online mode in its BInfSc.
- In addition, the Software Engineering Major is available as a fully online programme.
- Investigations are underway in the College of Sciences into the offshore potential of the Ornithology and Marine Mammals paper.
- The first articulation agreement by Massey in agriculture and horticulture was on track to be signed before the end of the year. The articulation agreement will be with Zhongkai University of Agriculture and Engineering, Guangzhou, China, for 3 + 2 BSc/MSc with Massey University.
- The initiative to undertake targeted marketing to increase international full-fee BVSc applications in 2017 by 25% over 2016 has been delayed pending Council decision on the IVABS facility upgrade programme.
- Massey Business School signed an agreement for the Master of Finance to be delivered in Hanoi from semester two 2016.
- The 10th anniversary of the Massey University-Wuhan University Joint Teaching Programme was celebrated in July in Wuhan, China. Under the joint programme, finance and economics students spend two years at the School of International Education at Wuhan University and then move to the School of Economics and Finance at Massey University for the final two years of their Bachelor of Business Studies degree. It is one of the most successful and long-lived partnerships between a New Zealand and Chinese university.
- Progress was on track to complete by year-end a redesign of Postgraduate Direct Entry English Pathway for delivery online to support admission to College postgraduate programmes delivered under the Massey University Worldwide brand.
TARGETED, HIGH-QUALITY & ACTIVE, STRATEGIC INTERNATIONAL PARTNER RELATIONSHIPS

Massey University has made excellent progress in 2016 to strengthen its strategic engagement globally, especially in its signature platform areas.

Massey University delegations to China led by the Vice-Chancellor highlighted the University’s innovation across the arts spectrum and its acknowledged expertise in the agrifood sector.

• College of Creative Arts and the Academy of Arts and Design, Tsinghua University, signed a ground-breaking first bilateral exchange agreement in May. The Academy of Arts and Design at Tsinghua University in Beijing is China’s number one ranked Art and Design School, with a global QS ranking of 23.

• Massey University signed an agreement with the People’s Liberation Army Academy of Art, Beijing, to increase the exchange of students between New Zealand and China. It is the only multidisciplinary arts institution run by the People’s Liberation Army that promotes Chinese art and culture through disciplines such as theatre, film, dance and music. The relationship was initiated after the visit of Chinese First Lady Madame Peng Liyuan to Massey’s Wellington campus to receive an honorary doctorate from the College of Creative Arts in November 2014.

• Massey University signed an agreement in June with the China Scholarship Council, the leading Chinese government funder of scholarships for overseas training and study. In 2015 it funded 54,000 Chinese scholars to study in up to 90 countries. The agreement is aimed at increasing recruitment to programmes that show visiting Chinese academics New Zealand teaching methods in the subjects of agriculture and animal science. It is the first such programme of its type to be delivered to Chinese academics overseas.

  › More than 70 academics from China were welcomed to the Manawatū campus in June, at the start of a six-month professional development course to learn New Zealand university teaching methods. The visit is the third by academic staff from China to visit Massey since June 2015 and builds on connections established between the University and the leading Chinese funder of scholarship for overseas study - the China Scholarship Council.

• The International Centre for Animal Health and Breeding, a joint-centre with Shihezi University and Massey, was opened in July. Shihezi University is in the northwestern province of Xinjiang, China. The Centre is sanctioned by the Chinese Ministry of Science and Technology. Potential projects for collaboration in the new Research Centre include establishing sheep genetic improvement programmes, especially breeding for disease resistance, improving pastoral grasslands, improving ewe lactation for lamb growth, crossbreeding trials to identify suitable breeds and combinations for Xinjiang farming conditions, postgraduate education, disease surveillance.

  These projects will be developed into funding applications to the Chinese Ministry of Science and Technology and other funding agencies. Previous collaborative research was undertaken under the inaugural Chinese Tripartite agreement established in 2005 between Shihezi, Peking and Massey Universities.

  › Professor Paul Kenyon, Professor Stephen Morris and Professor Hugh Blair were given honorary professorships at Shihezi in 2016 - the first non-Chinese to receive such an honour from Shihezi University.

• Professor of Animal Science, Hugh Blair, was presented with a China Friendship Award in Beijing in October. It is the highest award for foreign experts who have made outstanding contributions to China’s economic and social progress. The award was presented to Professor Blair by Vice Premier Ma Kai at a special ceremony in the Great Hall of the People.

• The Massey-led research collaboration and innovation industry-centred hub Food HQ participated in a Future of Food conference in the city of Zhangzhou. Mr Maharey was a keynote speaker at the conference following a personal invitation by one of the organisers, the Netherlands-based Food Valley. The Vice-Chancellor was invited to deliver a keynote speech to launch the 2016 Future Food Forum in Zhangzhou China in June. The forum, hosted by the Zhangzhou China Merchants and the Economica and Technological Zone, the Sino-Euro Food Valley in China and the Netherlands-based Food Valley, was designed to address the challenge of feeding 9 billion people, including a rapidly growing global middle class estimated to be over 3 billion by 2040. Themes included food safety, integrity, traceability, provenance and improved productivity and efficiencies through greater adoption of new technologies, as well as sustainability.

  › The Embassy of the Netherlands hosted the Future of Food forum, in cooperation with Massey University and FoodHQ, in November. The forum was attended by their Majesties King Willem-Alexander and Queen Máxima of the Netherlands, who visited New Zealand 7-9 November for a state visit. Massey University and Wageningen University and Research (WUR) in the Netherlands share a longstanding relationship and renewed the bilateral Memorandum of Understanding (MOU) during the forum. Wageningen is the primary location of “Food Valley”, regarded as the largest food and nutrition research and development area in the world.
The Research Universities Network (RUN), designed to unify and engage Thailand’s top seven universities with New Zealand’s top eight in joint research, are working with Massey University on three areas for closer collaboration: agriculture, food science and One Health veterinary epidemiology. A delegation from Thailand was hosted at the Manawatū campus in October. The network recognises the need for the multiple sectors to work together with communities to combat global and national health problems.

A partnership agreement between Massey University, the University of Peradeniya and the New Zealand Aid Programme was formally signed in February in Sri Lanka at an event attended by Prime Minister John Key. The twinning project, ‘Transforming Agriculture for Economic Prosperity and Poverty Reduction through Strengthened Veterinary Education in Sri Lanka’, is within a model introduced by the World Organisation of Animal Health in 2012 that aims to raise the standard of veterinary education around the world, particularly in developing and transition countries. The service agreement is now 18 months into the 5-year programme.

In October, the longstanding bilateral MoU between Brawijaya University, Indonesia, and Massey University was renewed. Brawijaya is the largest public university in East Java. It has 12 faculties and about 60,000 students. The University has particular strengths in economics, animal husbandry, veterinary medicine and agriculture. Massey wants to strengthen its partnership with Brawijaya to consolidate the reputation it has developed in Indonesia through key initiatives such as the East Indonesia Innovative Farm Systems and Capability in Agribusiness Activity, Indonesian Agency for Agricultural Research and Development and the Massey-Fonterra Dairy Scholars Programme.

The East Indonesia ‘Innovative Farming Systems and Capability in Agribusiness Activity’ project (IFSCA), a collaboration between the University of Mataram, Indonesia, and Massey University, was launched in February at the University of Mataram on the island of Lombok, east of Bali. The IFSCA project is part of Massey University Worldwide. Massey University is lending its expertise in the four year Indonesian agribusiness development project to help Indonesian farmers build capability and to realise long-term sustainable development goals. The Ministry of Foreign Affairs and Trade have contributed $4.2 million to the project via the New Zealand Aid Programme. This support will enable farmers to build infrastructure, improve productivity and create new business, drawing on the best of New Zealand’s agricultural expertise.

Professor Julian Heyes from the Massey Institute of Food Science and Technology and Professor Steve Morris from the Institute of Veterinary, Animal and Biomedical Sciences, have been appointed adjunct professors at Indonesia’s University of Mataram. They join Associate Professor Chris Anderson and Dr Janet Reid from the Institute of Agriculture and Environment, who were the first Massey University scientists to be made adjunct professors at the University of Mataram in 2015, acknowledging the close relationship forged between the two universities.

The College of Humanities and Social Sciences made excellent progress against its plan to develop international relationships and to focus marketing and recruitment effort. Seven international markets (China, Malaysia, Indonesia, Viet Nam, Singapore, Brazil and Colombia) were the focus for the College during the year. Five CoHSS programmes (BA, MA, MEd, MAppLing and MIntDev) have been promoted to these markets.

An agreement between Massey University and Beijing Languages and Culture University was signed in August to establish of a Joint Research Centre in Applied Linguistics based at Massey’s Auckland campus. The centre will be officially opened in February 2017. The centre will connect New Zealand-based language and linguistics researchers with their counterparts in Beijing to exchange new ideas, and explore the best ways to teach Chinese (Mandarin) and train and resource teachers.

Massey University and the Universidad de Antioquia Colombia signed a Memorandum of Understanding in October aimed at promoting collaboration across academic fields ranging from indigenous experience to education. The relationship initially focuses on the field of humanities and social sciences, and is expected to expand to other areas such as science and agriculture, which are subject strengths of both universities.

Planning was underway to respond to the Request for Funding Applications process (expected November) for new Centres of Asia-Pacific Excellence (CAPEs) announced by the government as part of the Innovative New Zealand package in Budget 2016. CAPEs will be cross-institutional centres of excellence, in the language, culture, politics and economics of countries or groups of countries within the Asia-Pacific region. These CAPEs will specialise in countries or groups of countries in North Asia, South East Asia and Latin America.

Tātai Angitu e3@Massey, a new Massey University centre aligned with the Institute of Education, has been established to innovate and extend services (tailored education training, expertise, and support to schools, organisations) to a wide range of learning communities. Tātai Angitu translates from Māori as “linking opportunities” and e3 denotes its three core strands: education, efficacy and enterprise. New ventures include early childhood education partnerships in Timor Leste, a revamp of Tokelaus’s education system, and a Manawatū-based Pasifika project.

In July the centre won the New Horizons for Women Trust’s Teupoko’ina Utanga Morgan Memorial Innovation Award for a Palmerston North project aimed at strengthening early literacy and numeracy learning in Pasifika settings.
Progress on Activity 2016

Massey is the preferred provider of a joint partnership with UNICEF and New Zealand and the Indonesian government for early childhood care and education. The pilot project will provide training for 200 childhood facilitators and 100 Indonesian government educators as a model that will help all early childhood centres across Indonesia to ultimately provide quality education to more than 16 million three to six-year-olds.

In another major project Tātai Angitu is working with the Tokelauan government and the New Zealand Ministry of Foreign Affairs on stage two of a four-year plan to restructure Tokelau’s education policy and to invest in its teacher training and development. Other projects include working with the Food and Agriculture Organisation of the United Nations in Niue on community development and knowledge in the local agriculture sector.

The Director Pasifika has been working with the Dutch embassy on establishing a relationship with an institution in the Netherlands. A research visit is planned for mid-2017, to further explore the first European visit to Tonga in the 17th century.

The Director Pasifika has also met with MFAT officials to discuss ways in which Massey can work together with the Ministry on matters of importance to people across the Pacific.

The AVC Māori and Pasifika travelled to Fiji in August to renew Massey’s Memorandum of Understanding with the University of the South Pacific.

Pasifika Directorate staff have been in contact with alumni from the Solomon Islands and Papua New Guinea with a view to establishing informal networks on social media to connect alumni and promote Massey University through information sharing on Pasifika activities here. This follows on from the Director Pasifika’s visit to Niue in July to attend a conference, where he connected with alumni there.

OTHER

An International Development Manager has been appointed by the Central Economic Development Agency (formerly Vision Manawatū) and the Regional Palmerston North/Manawatū International Education Strategy was launched in May 2016. The Vice Chancellor spoke at the launch and committed $50,000 toward the implementation of the strategy.

In an effort to link the Manawatū region and in particular the College of Sciences to the wider global community, Professor Ray Geor (PVC College of Sciences) with the Mayor of Palmerston North, Grant Smith, Central Economic Development Agency Chair, Malcolm Bailey and local businessman Rob Baan, who has strong links to the agricultural and horticultural community within the Manawatū, New Zealand and The Netherlands and working to further develop collaboration and engagements with Wageningen University and Research Centre with particular focus on Dutch intensive horticultural industries and ways in which Massey University can then invest in the New Zealand Horticultural industry.

The travel diary has been piloted in the College of Humanities and Social Sciences and four other units. Very few system issues were found during the pilot phase and feedback and bug fixes were incorporated before roll-out to the next College to trial it.

American university students participated in Massey University’s international internship paper, the only one of its kind offered in New Zealand and a first for those studying communication and marketing.

Massey University’s Auckland campus became a testing venue for the Occupational English Test (OET) in September. OET is a specialist English test for practitioners in the field of dentistry, dietetics, medicine, nursing, occupational therapy, optometry, pharmacy, physiotherapy, podiatry, radiography, speech pathology and veterinary science. Immigration New Zealand will accept the Occupational English Test (OET) offered by Massey University as proof of English proficiency from November.
BIG GOAL 5: RESPONSIBILITY

Te Aronga Manaakitanga

“To enhance our reputation as New Zealand’s defining university by contributing to an understanding of, and providing innovative responses to, the social, economic, cultural and environmental issues including those that affect tangata whenua.”
The following key initiatives were undertaken in 2016 in support of the Big Goal Responsibility.

**DEBATES ON KEY ISSUES**

- Massey academics wrote a number of expert comment and opinion pieces and shared research findings for public consumption through the media. These can be found through People@Massey and MasseyNews postings.

**SHARING KNOWLEDGE**

- The School of Public Health is hosted its first Public Health Symposium in September, a forum for dialogue, debate and sharing of research and practice to improve public health in Aotearoa New Zealand. The theme was Building Capacity for Public Health Gain. The symposium attracted public health practitioners, researchers, community leaders and staff from relevant Ministries. Public health researchers in New Zealand are working on public health solutions for some of the really big challenges of our time, such as obesity, environmental degradation and maternal and child health.

- The third Massey University Social Innovation and Entrepreneurship Conference was held in February, on the theme of ‘Collaborating for Impact’ and opened with a public lecture by Sir Stephen Tindall, founder of The Warehouse and the Tindall Foundation.

- The fourth international conference of the New Zealand India Research Institute, Sustainable Environments in 21st Century India, was hosted by Massey in April. The conference enabled exchange of ideas on the complexities and challenges of balancing India’s rapid industrial and technological growth with the need for sustainable food production and clean water. The conference was held against the backdrop of the United Nations Sustainable Development Goals (SDG) expected to be actioned in 2016.

- A first of its kind conference on national security was organised by Massey’s Centre of Defence and Security Studies in August at Massey University’s Auckland campus. Around 150 top government, agency and academic representatives from the security sector came together to discuss issues ranging from threats such as cyber-hacking and IS recruitment to broader regional and economic security. The conference was a precursor to Massey’s Future NZ Forums on security in November.

- A dedication ceremony of five Peace Poles on the lawn outside the Atrium Building, Auckland campus, took place in September as part of Peace Week events that included a talk by Race Relations Commissioner Dame Susan Devoy. The poles say ‘May peace prevail on Earth’ in five different languages – English, Māori, Hindi, Arabic and Mandarin. The idea of Peace Poles was first thought up by Masahisa Goi in 1955 in Japan. Mr Goi dedicated his life to humanity and the attainment of global peace and harmony after witnessing the devastation caused by World War II and the dropping of the atomic bomb on Hiroshima.

**CREATING OPPORTUNITIES**

- Create1world competition was run for Year 11 to 13 pupils in New Zealand, hosted jointly by Massey University and the New Zealand Centre for Global Studies. The competition which culminated in the first Create1world conference in July is based on creative activism and the global movement to bring diverse art forms together; students addressed ideas of global citizenship with a song, creative writing or a media product covering topics such as the refugee crisis, war, global inequality and depression. Principal sponsor is New Zealand National Commission for UNESCO.

- Mock Global Summits were run for Year 12 and 13 students. The students, who were selected to take part in the pilot programme on the basis of their interest in politics and international affairs (29 from 14 schools in Auckland and 26 from six schools in Manawatū and Whanganui), spent a day in a round table set up to mirror the UN Security Council, where they became representatives of nations on the Security Council to debate, argue, challenge each other and recommend solutions. The Global Summits were organised by the School of People, Environment and Planning and the Centre for Defence and Security Studies.

- Nearly 250 primary, intermediate and secondary school students took part in the second annual Massey University Finance Festival held at the Auckland campus. The brainchild of the Upper Harbour Sorted Schools Cluster and the Massey Business School, the event aims to make finance fun for youngsters; building financial capability at a young age has immediate benefit and builds throughout their lifetime.

- About 40 Year 12 and Year 13 students from seven Taranaki schools attended the Youth Leadership Symposium organised by Massey University’s College of Humanities and Social Sciences in August. The event, modelled on a similar one in 2015, was designed to bring youth together for the chance to tackle some of the major issues affecting young people living in the regions resulting from major demographic changes, such as the growth of the ageing population and lack of jobs and job training.

- Two hundred year 12 students participated in the Young Women’s Leadership Programme. The programme is aimed at young women who are not in leadership positions, but seek to exercise leadership. It focuses on leadership concepts, values, identifying passions, communication and self-awareness, and then putting those skills into practice.
Making a Difference

- College of Creative Arts successfully progressed the plan to develop a Public Sector Design Lab, now called Toi Aria: Design for Public Good. A number of projects are underway, such as, Grow Waitaha [www.growwaitaha.co.nz] a programme that supports schools through the process of change happening in Canterbury and the rebuild of 124 schools post the earthquake; and a 50-year designed strategy for Masterton District Council.

- Researchers from the College of Arts Design and Democracy Project created VoteLocal, an online interactive tool, to encourage young New Zealanders to engage with and vote in the year's local body elections. The web tool is a game-like questionnaire that guides people towards finding a best match for them among their local mayoral candidates. It builds on the success of the On the Fence interactive tool that made a tangible difference to youth voter turnout at the 2014 general election. On the Fence attracted over 170,000 users, with independent research telling us it encouraged 30,000 young New Zealanders to vote. That represents 7 per cent of the eligible youth population.

  - The Design + Democracy team won the Information Design + Democracy Award at the Australia and New Zealand Internet Awards (ANZIA) in Melbourne in September.

- The University launched the Political Ecology Research Centre (PERC) in April with projects that include a plastic waste reduction campaign, the establishment of a product stewardship council and organising awareness-raising public events.

- A combined $217,894 of funding has been awarded to four Massey University projects from the Government’s Unlocking Curious Minds Contestable Fund. Massey received the highest number of awards among New Zealand universities.

  - ‘Hello Café: Engineering with a Human Touch’, which aims to increase participation of girls in engineering and technology through interactive workshops across the country received $132,163 to offer a free afterschool club to young women aged between 10-13 years from low decile schools. Over a number of weeks each Hello Café club will explore humanitarian issues in engineering such as sanitation, sustainable building, energy and emergency management, through discussion, videos, and activities. The Hello Cafés will be held in local spaces in Northland, South Auckland, Waikato, Bay of Plenty, Gisborne, Hawke’s Bay, Taranaki/Whanganui, Manawatu, Canterbury and Dunedin. The project is part of a United Nations Educational, Scientific and Cultural Organization University Twinning Network (UNESCO/UNITWIN) collaboration in Humanitarian Engineering between Massey University and Coventry University in the United Kingdom, who developed the programme in 2014-15.

  - Among the other Massey projects to receive funding is a project looking at wetlands in the Tongariro National Park, ‘From discovery to engineering – Explaining the National Park Wetland mystery’. The study will look at the National Park townships wastewater treatment wetland and how it removes phosphorous in conjunction with Aquanet Consulting, Ruapehu District Council and local primary and secondary schools.

  - The second local project ‘Vet X: The Māori and Pasifika Vet Science & Technology Experience!’ aims to engage Māori or Pasifika at an early stage of their education, in order to help them enter veterinary or other professional careers in animal health. The project will provide hands-on experiences in the application of science and technology in a university veterinary setting, so that students can see first-hand the connection between animal sciences, technologies and careers.

  - The third local project ‘Kimihia te me ngaro – Seek the things being lost: Incorporating traditional ecological knowledge in assessments of toheroa abundance’ will focus on toheroa – a taonga [treasure] at risk of localised extinction – and will demonstrate how technologies at the forefront of scientific discovery could be used to estimate population sizes of toheroa and further improve monitoring protocols. Scientists will teach the kaitiaki of Ngāti Whātau o Kaipara how to use mātauranga taupuhi kaiao to their advantage when designing fisheries assessment protocols, and thereby facilitate the efficient, independent monitoring for kaimoana assets within a western agency framework.

- Massey has supported the Fiji Cyclone Winston relief effort.

Value Whānau, Hapū, Iwi and Community Connections

- PŪHORO – the Māori Science Academy – was launched in January. PŪHORO seeks to advance Māori in science and is a community and industry collaboration that recognises whānau as a key driver of success. PŪHORO supports students to complete the National Certificate of Educational Achievement curriculum within their respective schools. Kaihatū (navigators) work with schools, whānau, iwi, students and industry sponsors to build a local science community and facilitate exposure to the breadth of career opportunities within the science and technology sector. The University and industry partners provide academic support to increase Māori student engagement and success across science, technology, engineering and mathematics (STEM) subjects and contextualise learning through field trips and laboratory visits. The academy will contribute to Māori economic development through Māori student...
success in STEM subjects, within the secondary and tertiary sectors, and skilled workforce shortages within science and technology. The Academy recognises that a STEM competent workforce is required for an innovation focused society.

- The programme was piloted in 2016 in the Manawatū region across five schools – Manukura, Hato Pāora, Feilding High School, Awatapu College and Palmerston North Boys’ High School. A virtual support was also extended to Murupara Area School.

- Nearly 100 students, with their whānau, participated in the academy in 2016 in activities such as Epro8 which included engineering, electronics, mathematics and problem-solving challenges. Students are supported with extra tutoring on a fortnightly basis, laboratory space for schools without their own facilities, support selecting qualification standards at school, and field trip opportunities.

- The PŪHORO programme is funded by Massey University and Te Puni Kōkiri with support from the Palmerston North City Council, Te Tumu Paeroa and the New Zealand Qualifications Authority.

- Massey University has launched a new initiative aimed at helping Māori secondary students achieve their goals and get into tertiary study. Twenty students from schools in and around Whangārei have been chosen for the Māori Accelerate Programme (MAP), which recognises their potential to succeed.

- The fourth annual Te Wero Pakihi brought 50 students from around New Zealand to Auckland in July to learn about business at Massey University and then put some of those learnings into practice in a business challenge. Te Wero Pakihi is a programme designed by the Māori Women’s Development Inc (MWDII) and is a follow-up to the school based MyBiz programme that introduces students to business. The programme focuses on low decile and smaller schools that might not have business resources. Te Wero Pakihi is about challenging and expanding the students’ horizons and inspiring them to be the future leaders of tomorrow.

- Massey University’s Māori book awards were expanded in 2016 to celebrate excellence in Māori journalism. The 2016 Ngā Kupu Ora Awards, Celebrating Māori Books and Journalism will include the first national Māori journalism award. Ngā Kupu Ora started at Massey University in 2009 as a way of recognising and encouraging excellence in Māori writing and publishing. It has grown from an awards ceremony held at Te Pūtahi-a-Toi, at Massey University in Palmerston North, to a major event on the publishing calendar, held for the past couple of years at Te Papa in Wellington.

- A striking 6.4m pou, created by renowned Māori artist and Professor of Māori Visual Arts at Massey University, Bob Jahneke, was unveiled on Auckland’s waterfront in the Logan Campbell Yard alongside the newly opened ASB Waterfront Theatre. Pouwhakamaharatanga mo Maui tikitiki a Taranga, commissioned by the Waterfront Theatre Ltd, depicts stories of the demigod Maui with the three crowning figures representing Maui slowing the sun, Maui fishing up the North Island and Maui securing fire from Mahuika, the goddess of fire.
BIG GOAL 6: GENERATING INCOME

Te Whakatipu Rawa

“To significantly increase our income and improve our financial position to allow for more investment to enable the University to achieve its goals.”
The following key initiatives were undertaken in 2016 in support of the Big Goal Generating Income.

- Massey University’s Investment Plan 2017-2019 has been prepared in consultation with key university stakeholders, and approved by University Council and the Tertiary Education Commission. The plan describes how Massey will achieve government priorities set out in the Tertiary Education Strategy, the education programmes and activities undertaken by Massey, and a set of indicators against which to measure performance over the next couple of years.

- Massey University responded to the call for submissions by the Productivity Commission inquiry into new models of tertiary education.

- Milestones for the initiative to develop an Enterprise Architecture framework specific to Massey University needs, which is fully integrated into the University’s Planning Process, have been deferred to 2017 though some of the work currently in place for Review of Planning processes is contributing to this output.

- Refinements have been made in 2016 to University-level Performance Reporting for SLT and Council. This includes the transition to a Balanced Scorecard Performance Report for Council. Strategy & Research is working with Finance and Capital Asset Management to integrate planning processes to aid decision-making. This work is ongoing and will continue throughout 2017.

DIVERSIFYING REVENUE BASE

- Massey University is on track with progress to create a new model for commercial activities. The Commercial Architecture Review, which included Enterprise Delivery, was considered at SLT Planning Day in June.

- Massey University sold the Hokowhitu site of its Manawatū campus in Palmerston North to Wallace Development Company in April. The 10ha site was formerly home to the university’s College of Education. Under the terms of the sale agreement, Massey will continue to lease space at Hokowhitu for the professional services staff involved in student management and information technology services who are still based there. The sale will enable Massey to invest in its Turitea site at Manawatū.

- Oteha Rohe – the process to secure partners for Oteha Rohe and campus development projects commenced. The Programme Business Case was approved by Council in July. The Registration of Interest process was completed early in the year and Requests for Proposals prepared and issued in August; the RFP evaluation process is complete. An updated Programme Business Case seeking approvals to divest is underway and will be presented to Council in March 2017.

- The Massey Business School and IMNZ (Institute of Management New Zealand) have formed a strategic partnership to offer New Zealand’s most comprehensive suite of courses in leadership and management education. IMNZ has a 70-year record of offering services and training to professional managers across New Zealand. They have registered a range of over 50 courses and qualifications stretching from Level 3 Certificates to the renowned Level 6 Diploma in Business (NZ Dip Bus). The partnership has seen the creation of a new subsidiary, wholly-owned by Massey University, to manage the support functions required by the institute, while its staff focus on course delivery. This is a significant step towards being the preferred partner of businesses for capability development, and an opportunity to offer a range of business learning opportunities across the entire leadership development cycle – from students to post-graduates, to emerging leaders and senior managers.

FUNDRAISING/MASSEY FOUNDATION

- Massey Foundation fundraising progressed well against plan for the year. The Foundation has received around $2.4 million in gifts this year for a variety of projects. Fundraising for the Refectory project is also progressing well with $969,000 now held in cash or pledges against a fundraising target of $3.6 million.

- The Massey Foundation held an Alumni April Fools Dinner and Dance in April in support of the Refectory fundraising effort.

- A bequest strategy is in place but the plan to increase bequests by 30% will not be achieved this year. There has been no increase in bequests received in 2016.

- Both the Massey Business School and the Institute of Veterinary Animal and Biomedical Sciences in the College of Sciences appointed Development Managers to support endeavours to implement their respective fundraising strategies.

CONTROLLING COSTS

- Work to prepare in-depth costings of key components of Massey’s business and assessment of financial and strategic viability progressed. Overall margins on activities work was completed in 2016. A project to assess opportunities for cost-effectiveness is underway in the College of Sciences.

- Work to refine the budget and forecast process and model is complete. New business rules are implemented and the updated process and model are in use.

- RAPID (enterprise data warehouse) functionality – Funding was not available in 2016 to fully address the needs of the initiative to create new standardised reports though some
progress has been made within business as usual funding.

MANAGING OUR BALANCE SHEET

• Strategic Project Management Office (SPMO) - An Acting Director was appointed at the end of 2015 and a number of concurrent work streams progressed as planned in 2016 as part of the establishment of the SPMO function. These include:
  1. SPMO operating model and resourcing;
  2. SPMO reporting framework;
  3. Baseline reporting initiative;
  4. SPMO strategic decision making framework;
  5. Assistance with strategic initiatives; and
  6. Better business case training programme for University staff established.

• Establishment of a Strategic Project Governance Board/structure was slower to progress. The model envisaged encompasses university wide IT governance, campus specific construction/infrastructure projects, ‘one off’ strategic initiative e.g. SMSI project.
BIG GOAL 7: ENABLING EXCELLENCE

Kia Tuawhiti

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

REVIEW AND RENEWAL OF ACADEMIC PROMOTIONS POLICY AND PROCESSES
Consultation with staff was completed on a new model of academic promotion. New L1/L2 criteria, new guidelines and the facility for applications online have been introduced in 2016. Associate Professor/Professor criteria will be reviewed in 2017/2018.

WORKLOAD MODEL
Effort to align workload with introduction of the 21st Century Academic model is underway but behind schedule, as the focus in 2016 has been to consult and introduce the new criteria and process for academic promotions. This follows approval in 2015 of amended Workloads Policy and Procedures to reflect some of the issues raised in the report from Academic Workloads Taskforce.

IMPROVE CULTURE, SYSTEMS AND PROCESSES BASED ON FEEDBACK
Follow-on from Staff Survey 2015 – briefing sessions by managers were completed, action plans documented and implementation of action plans underway in SLT portfolios.

Service Experience Survey – the programme, to gauge how Shared Services is working, was phased into two parts due to the size and number of services for survey and analysis of results. Survey and analysis for both phases has been completed and the results shared with SLT together with recommendations for enhancing service excellence.

Uniforum Service Activity Survey – the benchmarking exercise was completed as planned.

PROFESSIONAL SERVICES STAFF REMUNERATION STRUCTURE
Work remains ongoing through the Remuneration Working party on the IPE Job Evaluation Project. A significant amount of work has been completed to generate options for a new pay structure; to evaluate positions to understand how individuals would translate to any new pay structure; and to test the financial impact on individuals and on the University of moving to these various options. The intention of the working party is to have a new job evaluation methodology (Mercer’s International Position Evaluation Methodology, IPE), and Professional Services Staff pay scale which meets the objectives of the university and the union/staff, presented for approval late by year-end.

DEVELOP OUR STAFF TO ENABLE EXCELLENCE IN THE ROLES
• The second of the Senior Leaders Development Programme, to build capability of Massey’s managerial leaders, was completed.
• Planning was underway in the Massey Business School to hold a training/networking day for its professional staff.
• An Academic Governance and Academic Decision Making training programme was developed and delivered to the university community.
• Two Higher Education Academy (HEA) approved courses were launched for academic staff.
• The Massey University Staff Conference - Sustaining Success - was delivered at each campus in July. The conference explored factors that are needed to have in place to achieve personal and professional goals; the objectives of the University; and the aspirations of Massey’s students.

EQUITY
Māori and Pasifika staff capacity and capability building
The Office of AVC Māori and Pasifika in conjunction with AVC People and Organisational Development team and Colleges, are working to develop a comprehensive recruitment, retention, development and succession plan. The first stage has been the design for recruitment in a new software package that was due to be live by the end of the year.

WOMEN
• Massey University was proud to have nearly 20 per cent of the 101 finalists in this year’s Women of Influence Awards. The awards aim to recognise and celebrate those who make a difference to other New Zealanders. They represent categories across the spectrum of science, business, creative arts, health, humanities and social sciences, including six staff and 11 who are alumnae. Five of the 11 finalists in the Arts and Culture category have a Massey connection. Six staff and 11 graduates made the finals.

› Massey University graduate Mavis Mullins was announced the winner in the Rural category at the Women of Influence Awards in Auckland in October. Ms Mullins, Member of the New Zealand Order of Merit (2002), manages a Dannevirke shearing business with her husband and is involved in numerous organisations, business and educational ventures. She has a Master of Business Administration (1996) and was a Massey University Council member (2005-09).
• Massey University alumna Amy Van Wey Lovatt became the first mathematician to win the Zonta Science Award. The award was presented in June at an event hosted by Women’s Affairs Minister Louise Upston.

• One of Massey University’s distinguished alumni, American-based businesswoman Linda Jenkinson, was presented in June with one of New Zealand’s top individual achievement awards: World Class New Zealand Award. The World Class New Zealand Awards are New Zealand’s top individual achievement awards and are presented annually by the organisation celebrating New Zealanders’ successes overseas, Kea (Kiwi Expat Association).

• The Massey University Women in Leadership Programme was delivered for the fourth year in 2016 with 25 participants.

ENHANCING THE QUALITY OF DIALOGUE BETWEEN STAFF

• Massey University has been ranked 6th in 2016 (up from 8th in 2015 and 11th in 2014) as New Zealand’s most attractive employer brand, based on the annual survey conducted by the employer branding and recruitment agency Randstad. Massey University was the highest ranked New Zealand University in 2016.

• A forum for staff was held on each campus in March at which the Vice-Chancellor presented his start-of-year look at what lay ahead for the University during the year. A recap of the year was provided by the Vice Chancellor to forums for all staff held on each campus in December.

• The review of the University’s long-term strategic plan, The Road to 2025, was deferred from 2016 and will start with the arrival of Massey University’s next Vice-Chancellor.

ELECTRONIC DOCUMENT AND RECORDS MANAGEMENT SYSTEM (EDRMS) – PHASE II

• Implementation of physical records management in RecordPoint progressed, albeit slower than scheduled for the year due to the need for additional testing to ensure scripts work correctly.

• The 70% target for roll-out of team collaboration sites was set for the first two levels of SLT reporting lines and was behind schedule due to ‘change’ complexity and limited resource up to mid-year to assist with the deployment.

• The work to roll-out paper, qualification and research collaboration sites progressed slowly. The sites build did not happen as planned due to unavailability of SharePoint developer resources as originally intended for 2016. Specifications to build the sites were developed following thorough consultations. A template workaround to meet the need to inform the template build in 2017 was implemented. At mid-year, three team sites were deployed for the building of one qualification and two paper sites.

STREAMLINING SYSTEMS AND PROCESSES

HR INFORMATION SYSTEM

• Progress was made on the HRIS Programme of projects for 2016 which will deliver on-line functionality across a range of HR practice areas; enhancement to some areas was completed and for others the work was close to completion by year-end. Activity to develop online timesheets was at user-acceptance-testing stage; online Hazards Register has been completed and was being implemented; online Incidents and Accident Register was undergoing a final change to the system before project closure (system is live); Learning and Development modules are in the user-acceptance-testing stage; and online Academic Promotions was completed.

STUDENTS

• Massey University is proud to support elite student athletes that study on its campuses or through distance to achieve both academically and at the highest level of their chosen sport. There is a solid working relationship between high performance coordinators on each campus and academic staff in the interests of these students. Financial support, through the Elite Athlete Award, has allowed students to travel overseas to qualify for and compete in the 2016 Olympic Games in Rio. As part of the New Zealand Olympic team to Rio, of the almost 200 athletes more than 80 were current or former students, or graduates of Massey. Fourteen of the 16 Men’s Black Sticks players are connected to Massey, as well as 24 of the 36-strong rowing team. Emeritus Professor Gary Hermansson was the Lead Team Psychologist for the New Zealand Olympic Team at Rio 2016. This was his fifth consecutive Olympics in the capacity of Sport Psychologist.

• The Undergraduate Award programme was newly promoted throughout the university in 2016. The awards provide recognition to leading creative thinkers through their undergraduate coursework on an international stage. Three students submitted work, two achieved highly commended and one received the Oceania Award in the discipline of Nursing and Midwifery. The recipients travelled to the Undergraduate Awards Global Summit held in Dublin in November. The Undergraduate Awards received a record 5514 entries this year from undergraduates in 244 institutions.

• “A Guide for Good Teaching Practice - Considering Māori Students” was developed and released by Te Mata o Te Tau, the Academy for Māori Research and Scholarship,
aimed at increasing Māori student retention and success at Massey University. The new guide encourages teachers to be culturally engaged when dealing with Māori students. It provides a checklist to help teachers think about their teaching practice, strategies for working with Māori students and teaching and learning resources.

- The project to develop and enhance academic advising services to better enable greater numbers of students with course planning tracked behind schedule and is postponed to 2017 due to resource concerns from Colleges.

**ENGAGEMENT IN CAMPUS LIFE AND COMMUNITY**

- Pukeahu ki Tua has been established as the Wellington campus’ home for student focused cross-college, cross-department trials of new ideas and innovations. Also at the Wellington campus, an International Students’ Ambassador Programme was initiated in collaboration with the NZ Police to ensure the safety and security of international students.

- Contracts with Student Associations for provision of student-levy funded services were agreed and signed early 2016. Pan campus forums are working well to ensure better alignment regarding delivery of services, such as Orientation and international student support (CISSO). Two Student Engagement Forums were held on each campus during the year for students to attend and/or submit discussion points on-line.

- Strengths@Massey, a first-year-experience programme was trialled in semester two 2016 for students new to Massey to help them transition into university life. The programme delivers a series of nine workshops designed to help students discover and engage their strengths for academic success and future employability.

**DEVELOP PREPAREDNESS FOR EMPLOYMENT**

- A Digital Career Literacy Framework for students has been created to support their ability to reflect skill articulation.

- “Are you Employable”? workshop series was rolled out across all campuses following a successful pilot in semester two 2015 on the Manawatū campus.

- The planned initiative to launch in 2016 a Massey E Rewards programme, which is supported and sponsored by employers, was reassessed and preference given instead by the Employability workgroup to a for-credit programme that is integrated into existing qualifications (see above). In 2015 development of a Business Case was being considered for a Massey E Rewards programme based on feedback from engagement with UK providers who have exemplary models.

**INFRASCTURE**

- Progress is on track to prepare a ten-year asset management plan for ICT assets including infrastructure, AV and core business systems. A review of all asset classes for the Ten-Year-Capital-Plan (TYCP) has been completed. A Strategic Assessment has been completed. Four business cases have been developed to support the asset management requirements. The ICT AMP will inform the Capital Asset Management Plan. The reprioritisation of tasks in 2016 delayed the commencement of the project to update the Capital Asset Management Plan to quarter four.

- Work to prepare an IT Strategy tracked behind schedule. An initial IT strategy for the University was developed by the third quarter and reviewed by SLT. The strategy has now been finalised and initiatives to deliver on the strategy are currently being prioritised.

- Implementation of SITS:Vision SMS is under way through 2-week Sprints configuring the system for Massey use. Issues of scope change, process or policy implications are being resolved progressively. Progress on RAPID interface, CRM and Curriculum Management (CM) project elements are also underway. A preferred supplier has been selected and negotiations are underway to deliver a technical solution for CM. Subject Matter Experts from key operational areas have been seconded to the SMSI programme. A Data Cleansing Management Group is in place to prepare good quality data for migration to the SITS:Vision system, with regular test runs being scheduled throughout the SMSR project delivery cycle. Transition planning also is in progress under the direction of the SMSI Programme. The Go Live date chosen is week commencing 21 August 2017, over from the earlier date of Easter 2017. POWSM Programme (development work in the current SMS environment) was completed in April 2016, with a significant number of projects successfully delivered and the SMS in a stable state ready for migration to the SITS:Vision system. The third party contractor (Nodero Ltd) who carried out the last phase of POWSM development has been contracted to carry out routine monthly upgrades and maintenance from April 2016 - Dec 2017 to ensure this mission-critical environment remains fully functional until SITS:Vision is commissioned.

**CAMPUS DEVELOPMENTS – ALBANY**

- Campus Development Plan update – Architects have been engaged to progress update of the Campus Development Plan and the project steering group have received presentations on progress being made.

- East Precinct Innovation Sciences Complex development – progress was on track for the two main 2016 components of the project.
  - The first of these has been enabling work for the development of a new road to route traffic etc for the area.
of the proposed development of the Innovations Sciences Complex. With respect to this, discussions were held with Auckland Transport and Auckland City Council around entrances, traffic and parking, design work was completed, resource consent obtained from Auckland City Council, the contract let and the work had started by mid-year.

The second component relates to the concept and business case for the ISC building. In this regard, the request for proposal process, analysis and selection to appoint management contractors was completed and approved by Tenders’ Board. The Management contractors developed a Registration of Interest (ROI) for the selection of Architects. The tendering process for architects and engineers was underway. Project information in terms of build size and user needs has been developed through an Albany Campus working group. This development information has progressed to the ROI for Architects resulting in a shortlist of architects who have been selected to participate in an architectural competition. This will be completed by December 2016. At the same time the RFP for designers will be complete and appointment for start of concept design and business case documents will commence.

- Interim upgrades to chemistry laboratories at the Oteha Rohe site were completed mid-year.

- Pasifika cultural space – a shared cultural space remains under discussion in the Te Whare a Iwi project team. The Pasifika Directorate has collated submissions and reported to the Albany Leadership Team. A feasibility study/business case is expected to be undertaken. This follows from 2015 when concept designs for Te Whare a Iwi / Pasifika Fale were reviewed by the office of the AVC Māori & Pasifika in conjunction with Facilities Management and largely re-confirmed as still appropriate.

- The Wonder Room, a new student hatchery and ideas generation space to foster innovation, was opened in June.

- Discussion was ongoing with AVC OIUR for consolidation of outward facing activities in a College of Humanities and Social Sciences super-clinic at Albany – Psychology Clinic, Ed Psychology, Speech Language Clinic, and Counselling. Space constraints at Albany are impacting progress.

CAMPUS DEVELOPMENTS – MANAWATŪ

- Campus Development Plan update – A final draft of the plan was being prepared for presentation to SLT before year-end – the activity had progressed slower than planned for the year.

- The new $1.47 million Wildbase hospital is nearing completion at year-end, a little behind schedule as delays in the issue of building consent and structural working drawings at the beginning of the project were not able to be mitigated. The new facility covers 250m/sq and includes an intensive care unit, surgical suite, quarantine rooms and treatment spaces and wards. It will also include a display ward that will front the building where people will be able to view wildlife through one-way glass.

- Progress has been made on a Joint Food Science Facility with AgResearch. A $39 million state-of-the-art facility announced in August is to be built over the next two years alongside the existing Food Pilot Plant on the Manawatu campus. The project is at the concept design stage with construction planned to start in August 2017. The facility which will be the epicentre of science for FoodHQ is part of a larger body of work, Future Footprint Programme. Other partners in the programme are working concurrently on their own development plans which will feed into a master plan. The facility will be the base for about 140 staff and students, about 90 of them from AgResearch. In addition to research, it will have a strong educational component and will house and train undergraduate and postgraduate students from the University. The facility will house food and bio-based science teams from AgResearch (dairy foods, food nutrition and health, and part of food assurance and meat quality), and staff and students from Massey University’s Institute of Food Science and Technology and staff of the Riddet Institute, the Massey hosted Centre for Research Excellence.

- Molecular Lab of Institute of Agriculture and Environment - design work was completed and signed off by the user group in 2015 but the project has tracked behind schedule in 2016. It has been necessary to work closely with the Palmerston North City Council to overcome issues with the building consent and fire and safety upgrade plans. Work has been incorporated into the overall upgrade of Ag Hort B Levels 2 and 3, and stage 1 upgrade of those floors.

- A long-term Library development plan and full business case has been prepared for alterations to the Library to transform it into a central hub integral to the campus that is flexible, technology rich and future focussed which supports the learning community for study, socialisation, collaborating and teaching.

- The Wool Building on the Manawatu campus underwent renovation that has seen the larger teaching space transformed. What began as a wool-classing laboratory was converted into a drama rehearsal space for several years and is now a flexible teaching facility – the first of its kind on the campus. As programmes increasingly move towards problem-based learning approaches, flexibility is one of the main design principles. Movable furniture and wireless technology allow the classroom environment to evolve throughout the day to meet the requirements of different staff and students. The room is fitted with 16 wirelessly controlled screens suspended from the ceiling in four groups of four in a square formation. Attention is focussed centrally, with group tables oriented for sightline to the screens. Catchbox microphones, designed to be thrown between
speakers, encourage full class participation and speed the process up as well. Further enhancements include an operable wall enabling the room and associated technology to be split into two spaces.

- Massey University sold the Hokowhitu site of its Manawatū campus in Palmerston North to Wallace Development Company in April. The 10ha site was formerly home to the university’s College of Education. Under the terms of the sale agreement, Massey will continue to lease space at Hokowhitu for the professional services staff involved in student management and information technology services who are still based there – the estimated relocation period is to June 2018. The sale will enable to Massey to invest in its Turitea site at Manawatū.

- Reaching agreement on space allocations through consolidation of current occupants of the Social Science Tower and Business Studies buildings is delaying the relocation of Institute of Education. Work was completed to prepare concept designs and documentation on alterations to the Social Sciences Tower.

- The Sir Geoffrey Peren building was re-opened in March after undergoing an extensive $17 million restoration. Sir Geoffrey Peren was the first principal of Massey Agricultural College, a forerunner of Massey University. The building dates to 1932.

- Consultant engagements have been confirmed and worked started on preliminary design for earthquake strengthening and restoration of the Refectory building.

- A new wharekai or dining hall was in the early stages of construction by year end at Te Pūtahi-a-Toi, behind a schedule to have work completed by September – the consent process with the Palmerston North City Council delayed construction start. The new wharekai will stand as a base to connect to and provide support to the mauri by providing hospitality to those who are welcomed to Te Kunenga ki Pūrehuaroa through Te Pūtahi, and to all students and staff who wish to utilise the wharekai in the future. Te Pūtahi-a-Toi, the School of Māori Art, Knowledge and Education provides an academic focus for Māori cultural, educational, social and economic development and is part of the College of Humanities and Social Sciences. The School complex was opened in 1997. A marae committee has been established to assist with the operational management of a refurbished facility.

- Detailed design work was completed and tenders prepared for upgrade to student accommodation (City and Egmont Court Halls, and Walter Dyer Hall); construction started mid-year.

- Discussion on a Botanical Gardens at Massey continued with PNCC and other interested parties; a Pou carving was completed for Karaka Grove; and Cycleway construction was underway.

### CAMPUS DEVELOPMENTS – WELLINGTON

- **Campus Development Plan** - Work is underway on the update to the Plan with Athfield Architects appointed to make the changes.

- In 2015 a strategic assessment paper for **new student accommodation development** in Wellington was approved by SLT. In 2016, the Registration of Interest (ROI) for commercial investment partners was issued and progressed through the evaluation process. Five organisations returned tender information expressing their interest in the proposed development. The project was progressing, albeit behind schedule, which is to have by year-end a plan, including costs, for the new development agreed/approved by SLT and incorporated into the Ten Year Capital Plan.

- The **Te Kuratini Marae** re-opening has been delayed to February 2017 from the plan to open it in July 2016; this is in order to have time to complete specific art work for the space. The new Wharenui will be a state-of-the-art facility, and it is expected there will be increased interest from external parties in its hireage. The new marae will culturally affirm and enrich student life.

- There was very little progress during the year on **College of Humanities and Social Sciences and College of Health plans** for consolidation of their College activities at the Wellington campus i.e. current Block 7 staff to be appropriately clustered into facilities to provide visibility and coherence, and accessibility and presence of CoHSS for external visitors. The consolidation of activities at Wellington remains a priority for the two Colleges. In 2015 CoHSS engaged with Athfield architects and the Campus Registrar about the potential for new buildings with SMART@ MASSEY proposed as a new build to position the college as a specialist, multidisciplinary, applied research and teaching (SMART) hub. In 2016, the SMART building proposal has not been identified as a priority and other alternatives to meet space requirements will be considered.

- **New facilities in Block 10** for **College of Creative Art’s postgraduate students** were ready in time for semester one 2016.

- **School of Music and Creative Media Production** facilities – the plans to develop fit-for-purpose space for the new programmes are underway with demolition work completed in Block 1. The business case and concept design was approved by SLT and Council but a further paper was developed mid-year for SLT to consider scope changes to the approved project due to increased requirements from the School.

- The initial development for establishment of a National War Museum was completed in 2015 with Ministry of Culture and Heritage leasing space in Block 10 for a four-year
period. Massey is now at the stage of further dialogue with MCH on the sale of the site, land and buildings, to MCH and is progressing this through a valuation process and for contribution in the MCH business case. Planning for new CoCA facilities has been slow to progress as this depends on resolving the matter of long term use of the Old Museum building - long term occupation of the Old Museum remains uncertain and is under consideration and negotiation by the University.

- The **Pukeahu Pathway** was completed and launched in October during Mental Health Awareness Week. The theme this year is Connect with Nature and pathway participants will get the opportunity to join a series of mindfulness activities.

- The **Student Experience Hub (Campus Co-Lab)** space is operational and activities in it underway.

**INFORMATION TECHNOLOGY DEVELOPMENTS**

- **IT Service Management Framework** - Initial analysis on the cost of services was underway. A request for proposal was completed, product and implementation partner selected, contract signed, and implementation underway for ITS specific detailed KPI reporting. The initiative is to provide major enhancement in service management capability within ITS to maintain a focus on providing both highly responsive and effective ICT service and support.

- **Digital workplace** - Work to establish a digital work environment for staff and students showed mixed progress. Analysis and investigation was underway for migration to Windows 10 and Office 2016 but this experienced issues with Microsoft’s current release of Windows 10 and deployment for enterprise use. Skype for Business system implementation was completed, demonstrated and the system made ‘live’.

- **Security Project** (Enhanced Security and Protection of the University’s Information Assets) - The project, which is to deliver major enhancement of the University’s Information Security Capability in order to support new technology adoptions, such as bring your own device, and responding to new security threats more proactively to reduce risk to Massey University’s Knowledge Assets and Information, tracked behind schedule in its milestones to close the project, complete the Security Management Framework and hold the first Security Governance Board meeting. The segmentation of the University was planned far too aggressively and the speed of configuration had to be reduced. This has resulted in an extension to the project.
## APPENDIX A – 2016 KEY ACTIONS STATUS

### ACADEMIC FOCUS

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to build up to 2018 PBRF</td>
<td>✓</td>
</tr>
<tr>
<td>Support researcher development with the roll out of VITAE Framework</td>
<td>✓</td>
</tr>
<tr>
<td>Update Research Strategy</td>
<td>✓</td>
</tr>
<tr>
<td>Review the Enterprise Delivery model</td>
<td>✓</td>
</tr>
<tr>
<td>Transform our online and digital offer -</td>
<td></td>
</tr>
<tr>
<td>- Create a Distance Strategy and support technology enhanced learning</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Effectively manage our academic portfolio and breadth of offerings</td>
<td></td>
</tr>
<tr>
<td>- Refresh the Teaching and Learning Framework</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- Design and deliver curriculum management system</td>
<td></td>
</tr>
<tr>
<td>- Design and deliver qualification management dashboards</td>
<td></td>
</tr>
<tr>
<td>Establish Al Rae Centre for Quantitative Genetics and Breeding</td>
<td>✓</td>
</tr>
<tr>
<td>Joint Postgraduate School with AgResearch</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Centre for Additive Manufacturing</td>
<td>✓</td>
</tr>
</tbody>
</table>

### NEW AND REFRESHED QUALIFICATIONS

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Commercial Music (new)</td>
<td>✓</td>
</tr>
<tr>
<td>Bachelor of Sport Management (new)</td>
<td>✓</td>
</tr>
<tr>
<td>Bachelor of Food Technology (joint with Singapore Institute of Technology (new)</td>
<td>✓</td>
</tr>
<tr>
<td>Te Aho Paerewa (Postgraduate Diploma of Teaching and Learning in Māori Medium) (new)</td>
<td>2017</td>
</tr>
<tr>
<td>Master of Science – One Health (new)</td>
<td>✓</td>
</tr>
<tr>
<td>Master of Professional Practice (new)</td>
<td>✓</td>
</tr>
<tr>
<td>Master of Professional Public Relations (new)</td>
<td>✓</td>
</tr>
<tr>
<td>Master of Māori &amp; Indigenous Business (new, joint with 4 other NZ Business Schools, proposed in 2016 for 2017 launch)</td>
<td>✓</td>
</tr>
<tr>
<td>Bachelor of Arts (refreshed)</td>
<td>✓</td>
</tr>
<tr>
<td>Bachelor of Nursing (renewal)</td>
<td>✓</td>
</tr>
<tr>
<td>Master of Public Health (re-design)</td>
<td>✓</td>
</tr>
<tr>
<td>Bachelor of Sport and Exercise (re-design)</td>
<td>✓</td>
</tr>
<tr>
<td>Bachelor of Business Studies (re-design)</td>
<td>✓</td>
</tr>
<tr>
<td>Science Programmes Review (BSc, MSc, Diplomas)</td>
<td>✓</td>
</tr>
</tbody>
</table>

### REVENUE

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow student enrolments (recruitment and retention)</td>
<td>✓</td>
</tr>
<tr>
<td>Create new model for commercial activities</td>
<td>✓</td>
</tr>
<tr>
<td>Deliver Investment Plan 2017-2019</td>
<td>✓</td>
</tr>
<tr>
<td>Grow Foundation income</td>
<td>✓</td>
</tr>
<tr>
<td>Meet our budget</td>
<td>✓</td>
</tr>
<tr>
<td>Implement Strategic Programme Management Framework (SPMO Office)</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Hokowhitū sale</td>
<td>✓</td>
</tr>
<tr>
<td>Implement Capital Asset Management Framework</td>
<td>✓</td>
</tr>
<tr>
<td>Support Grow North/Albany development</td>
<td>✓ / Ongoing</td>
</tr>
</tbody>
</table>
## INTERNATIONALISATION

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renew Internationalisation strategy</td>
<td>✔</td>
</tr>
<tr>
<td>Focus on International marketing and recruitment</td>
<td>✔</td>
</tr>
<tr>
<td>Massey University WorldWide</td>
<td>✔</td>
</tr>
<tr>
<td>- New Governance and project arrangements implemented</td>
<td></td>
</tr>
<tr>
<td>- Projects funded and supported</td>
<td></td>
</tr>
<tr>
<td>Massey University WorldWide</td>
<td></td>
</tr>
<tr>
<td>- Online delivery platform scoped and build underway</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Massey Global Limited (MGL) operational and subsidiaries established</td>
<td>✔</td>
</tr>
<tr>
<td>- (e.g. MGL Singapore Ltd)</td>
<td></td>
</tr>
<tr>
<td>Celebrate 10-year anniversary of Wuhan University partnership (MBS)</td>
<td>✔</td>
</tr>
<tr>
<td>CoHSS is implementing its new strategy in 2016, focussing on Asia/South America and niche programmes</td>
<td>✔</td>
</tr>
<tr>
<td>Development of sustainable farming systems in East Indonesia (MFAT project)</td>
<td>✔</td>
</tr>
</tbody>
</table>

## UNDERPINNING SUCCESS

<table>
<thead>
<tr>
<th>Category</th>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Success</td>
<td>Enrolment process</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Enhance student engagement and success –</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>- Update student success strategy and evaluate academic standing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student employability framework actions</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Improve overall student experience</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>- Implement student mentorship schemes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Base + (BA student experience)</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Service Delivery Improvements for IT</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>- Progress SMSi</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare IT Strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen Corporate IT governance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 10-Year Asset Management Plan</td>
<td></td>
</tr>
<tr>
<td>Māori and Pasifika</td>
<td>Establish Māori Academy of Science</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Implement Māori and Pasifika Cultural Audit Model</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scope Pasifika Academy of Science</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Marae development in Wellington and Manawatū</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Revitalise Academy of Māori Research and Scholarship</td>
<td></td>
</tr>
<tr>
<td>SUPPORTING STAFF</td>
<td>Revised promotion criteria and online promotions process</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Second cohort of HOD/S Leadership Programme</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Implement new HR information system modules including online timesheets, accident reporting, hazard planning, staff training enrolment and online promotions</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Participate in UniForum (benchmark)</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Develop &amp; implement action plans in response to staff survey and service experience survey</td>
<td>✔ / Ongoing</td>
</tr>
<tr>
<td></td>
<td>Implement and fully utilise travel diary</td>
<td>✔ / Ongoing</td>
</tr>
<tr>
<td></td>
<td>Extend and deepen use of SharePoint collaboration sites</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Digital workplace development</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
## Refreshing the Brand

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace Massey Website</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Deliver MU Digital Strategy</td>
<td>✓</td>
</tr>
<tr>
<td>Launch new recruitment campaign</td>
<td>✓</td>
</tr>
<tr>
<td>Refresh brand platform, create architecture and guidelines</td>
<td>✓</td>
</tr>
<tr>
<td>Amplify non-school leaver engagement (recruitment and marketing)</td>
<td>✓</td>
</tr>
</tbody>
</table>

## Engagement and Responsibility

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Focus - Appointment of Director of Sustainability</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Develop and implement University-wide Sustainability programme</td>
<td></td>
</tr>
<tr>
<td>Develop and implement Energy Efficiency Strategy</td>
<td></td>
</tr>
<tr>
<td>Internal Focus - Commitment to go Smoke Free</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Engaging - Engage with Productivity Commission inquiry into new models of tertiary education</td>
<td>✓</td>
</tr>
<tr>
<td>Engaging - Advance stakeholder engagement strategy</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Engaging - Further develop and implement Regional Engagement Plans: Taranaki, Hawke's Bay, Marlborough and Northland</td>
<td>✓</td>
</tr>
<tr>
<td>Partnering - Social Innovation &amp; Social Enterprise</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Design &amp; Democracy project</td>
<td></td>
</tr>
<tr>
<td>Establish Public Sector Design Lab</td>
<td></td>
</tr>
</tbody>
</table>

## Distance

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hubs of Excellence – quality online course development</td>
<td>✓</td>
</tr>
<tr>
<td>DELFA publication output</td>
<td>Ongoing</td>
</tr>
<tr>
<td>International benchmarking</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Strategic use of distance/online to enhance our educational offer (e.g.)</td>
<td>✓</td>
</tr>
<tr>
<td>Distance-based Master in Public Health (for 2017 launch), majors and papers in the BHSc will be available online starting this year</td>
<td></td>
</tr>
<tr>
<td>Master of Analytics will be going online</td>
<td></td>
</tr>
<tr>
<td>Support high quality scholarly practice in distance and learning futures</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

## Auckland – Grow North – Implement Next Stage of Development

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appoint Grow North manager</td>
<td>✓</td>
</tr>
<tr>
<td>Secure partners for Oteha Rohe and Campus development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Advance work leading to the East Precinct Innovation Science Complex</td>
<td>✓</td>
</tr>
<tr>
<td>Develop and begin to implement roadmap for Auckland North Smart Innovation corridor</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Launch Wonder Room</td>
<td>✓</td>
</tr>
<tr>
<td>Agree on and implement scholarship strategy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Gain approval for the Auckland Growth Business Case</td>
<td>✓</td>
</tr>
<tr>
<td>Implement New Migrant Advisory Group suggestions</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Chemistry laboratories upgrade</td>
<td>✓</td>
</tr>
</tbody>
</table>
### WELLINGTON – THINK DIFFERENTLY – IMPLEMENT NEXT STAGE OF DEVELOPMENT

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pyramid Make-over (stage 2)</td>
<td>✓</td>
</tr>
<tr>
<td>Student Experience hub (Campus Co-Lab)</td>
<td>✓</td>
</tr>
<tr>
<td>Agile Services Initiative</td>
<td>✓</td>
</tr>
<tr>
<td>Postgraduate hub</td>
<td>✓</td>
</tr>
<tr>
<td>Feasibility of new courses and qualifications</td>
<td>✓</td>
</tr>
<tr>
<td>Marae refurbishment</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Campus development plan (subject to Museum sale)</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Lead the Creative Industries Workstream on behalf of WREDA</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Renovate Block 1 for School of Music and Creative Media Production</td>
<td>✓</td>
</tr>
<tr>
<td>Creation of a Pukeahu Creative Precinct</td>
<td>✓</td>
</tr>
<tr>
<td>Explore student accommodation options</td>
<td>✓ / Ongoing</td>
</tr>
</tbody>
</table>

### MANAWATU– UNIVERCITY

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of PN City project with CoHSS</td>
<td>✓</td>
</tr>
<tr>
<td>Working group with NZ Army to share best practice and planning for common health and safety issues</td>
<td>✓</td>
</tr>
<tr>
<td>Set up talent central with Manawatu local bodies</td>
<td>✓</td>
</tr>
<tr>
<td>Botanical Garden, Karaka Grove and the Cycleway</td>
<td>✓</td>
</tr>
<tr>
<td>FoodHQ</td>
<td>✓</td>
</tr>
<tr>
<td>Living Labs</td>
<td>✓</td>
</tr>
</tbody>
</table>

### MANAWATU– AGRIFOOD

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key strands: international relations, business development and commercialisation, recruitment and events</td>
<td>✓</td>
</tr>
<tr>
<td>5 Focus projects</td>
<td>✓</td>
</tr>
<tr>
<td>Link across Colleges to address 21st century challenges with multi-disciplinary/multi-College approaches</td>
<td>✓</td>
</tr>
</tbody>
</table>

### MANAWATU– CONTINUE TO INVEST IN THE CAMPUS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wildbase/Administration (component of Vet Complex Upgrade)</td>
<td>✓</td>
</tr>
<tr>
<td>Progress FoodHQ-AgResearch/Massey Food Science Complex</td>
<td>✓</td>
</tr>
<tr>
<td>Start Refectory strengthening and restoration</td>
<td>✓ / Ongoing</td>
</tr>
<tr>
<td>Progress Veterinary Complex upgrade</td>
<td>✓</td>
</tr>
<tr>
<td>Begin student accommodation upgrade (City and Egmont Court Halls, and Walter Dyer Hall)</td>
<td>✓</td>
</tr>
<tr>
<td>Develop Business Case for Library upgrade</td>
<td>✓</td>
</tr>
<tr>
<td>Refurbishment of Social Science Tower</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Te Pūtahi-a-Toi refurbishment</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### KEY MILESTONES

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch of the School of Public Health</td>
<td>✓</td>
</tr>
<tr>
<td>130th Anniversary of CoCA (Wellington School of Design)</td>
<td>✓</td>
</tr>
<tr>
<td>50th Anniversary of Journalism programme</td>
<td>✓</td>
</tr>
<tr>
<td>40th Anniversary of Social Work Degree</td>
<td>✓</td>
</tr>
<tr>
<td>20th Anniversary of merger with the Palmerston North College of Education</td>
<td>✓</td>
</tr>
<tr>
<td>50 years since the University was renamed Massey University</td>
<td>✓</td>
</tr>
<tr>
<td>20 years since Management magazine identified Massey as one of eleven top growth organisations in NZ</td>
<td>✓</td>
</tr>
<tr>
<td>90 years since the NZ Agriculture College Act</td>
<td>✓</td>
</tr>
<tr>
<td>60 years since the PN Teacher’s College was officially opened</td>
<td>✓</td>
</tr>
<tr>
<td>History of Massey University by Professor Belgrave</td>
<td>✓</td>
</tr>
</tbody>
</table>