



**MASSEY  
UNIVERSITY**  
TE KUNENGA KI PŪREHUROA

UNIVERSITY OF NEW ZEALAND

# STRATEGY 2022-2027



# MAI I TE KUNENGA KI PŪREHUROA E ARA KITE PAETAWHITI WHĀIA KIA TATA KIA TUTUKI AI NGĀ WHĀINGA NUI I Ā TĀTOU MAHI KATOĀ.

From inception to infinity, we draw inspiration from our name, Te Kunenga ki Pūrehuroa, in setting our pathway for the future. We aspire to draw nearer to distant horizons to ultimately realise our highest ambitions.

The vision for Te Kunenga Ki Pūrehuroa Massey University is based on its unique position and reputation for:

Commitment to practice and partnership reflecting our Te Tiriti o Waitangi priorities

World-leading research with impact, in partnership with iwi, government, communities, and industries we serve

Curious world-ready graduates who lead with entrepreneurial acumen and capability, and who are committed to enhancing Aotearoa New Zealand and the world

A heritage of excellence and integrity, which ensures authentic leadership in contemporary Aotearoa New Zealand

A reputation for caring, inclusion and equity, and commitment to our people, our environment, and our places

We are inspired and nurtured by our name Te Kunenga Ki Pūrehuroa: from inception to infinity, reaffirming the infinite potential of staff and students to pursue the highest aspirations around knowledge and, in doing so, to ascend new heights beyond existing limitations. Te Kunenga Ki Pūrehuroa Massey University is not simply defined by what we do, but by how we do it.

## Ō MUA - OUR PAST

**Te Kunenga Ki Pūrehuroa Massey University has been shaped by a long and proud history as a university that is both distinctive of and inseparable from Aotearoa New Zealand.**

Te Kunenga Ki Pūrehuroa Massey University first founded its international reputation as a world-class agricultural college in Palmerston North in 1927. In 1993, it established a campus in Albany, Auckland, and in 1999 it incorporated the renowned School of Design, established in Wellington in 1886. As each campus has grown, so too have the relationships and recognition of the kaitiaki of the lands upon which each campus stands: Ngāti Whātua ki Kaipara, Otehā Rohe (Albany); Rangitāne o Manawatū, Manawatū Campus (Palmerston North) and Te Ātiawa, Pukeahu Campus (Wellington).

The establishment of distance education in 1960, now online, blended and digitally enabled, has characterised our flexible education delivery for over six decades. Our commitment to serve students wherever they are located ensures our university makes a distinctive and unique contribution to higher education in Aotearoa New Zealand; we view this as growing stronger in the future. Our world leading reputation in research and teaching now extends across many diverse disciplines, and all demonstrate international excellence and national importance.

Over the years since inception, Te Kunenga Ki Pūrehuroa Massey University has seen an increase in diversity of its learners' cohorts. So-called 'non-traditional' learners, including those with accessibility issues, part-time learners, first-in-family, mature-age and professionals, in addition to learners who have historically been excluded from the academy by virtue of their culture or economic background, currently make up a substantial and increasing component of Massey's total learner cohort. This trend reflects patterns seen in other parts of the world where a widening participation agenda has resulted in universities shifting from being institutions primarily catering for the educational elite, to a much more universal, broad and open access model. Te Kunenga Ki Pūrehuroa Massey University has embraced equity paired with excellence in everything it does, breaking the mould of a traditional university, and finding its distinctive place in the tertiary system in Aotearoa New Zealand.

## Ō NĀIANEI - OUR PRESENT

The global pandemic has irreversibly changed our lives and challenged many orthodox assumptions underpinning the university sector, both here in Aotearoa New Zealand and globally. Where in the past, Te Kunenga Ki Pūrehuroa Massey University's blended modes of delivery were seen as being exceptional, they are now becoming the norm, both for students in this country, as well as for international students who are increasingly choosing to study with us via transnational education given the likelihood of ongoing border restrictions limiting international mobility.

Universities all over the world have transitioned to online delivery, often under enormous pressure and at great speed. Te Kunenga Ki Pūrehuroa Massey University made this rapid shift too, but given more than half of the provision was already available fully in online mode and our leadership in online and blended pedagogy and delivery, this transition has been somewhat more seamless and less disruptive than elsewhere, notwithstanding the impact on staff and students. Our researchers have been and remain at the forefront of advising government on how to manage the pandemic in the COVID-19 environment and its aftermath, across many subject areas and supporting many communities and industries.

Instead of being positioned as being different and exceptional, Te Kunenga Ki Pūrehuroa Massey University is now becoming exemplar for the 'new normal' university of the future. Indeed, with Te Kunenga Ki Pūrehuroa Massey University's particular blend of attributes, expertise and characteristics such as flexible lifelong learning and high-quality research-intensive education, grounded on our commitments to Te Tiriti o Waitangi, Te Kunenga Ki Pūrehuroa Massey University represents the model of a new Aotearoa New Zealand university – a university for the 21st century.

We foresee these uncertainties continuing, at least for the medium term. Not only that, but other global megatrends such as climate crisis and biodiversity loss, greater global social and economic divides, growing economic inequality and poverty, including digital inequality, fractured interstate relationships, ongoing economic and humanitarian crises, strained health systems, security threats and a growing breakdown in social cohesion experienced globally require that universities such as Te Kunenga Ki Pūrehuroa Massey University step forward and address the complexities those issues present.

The climate crisis, in particular, poses a serious threat to planetary systems and to human life. Te Kunenga Ki Pūrehuroa Massey University is committed to developing researchers and students with the skills and attributes that will contribute to the development of a low carbon future. We seek to amplify our efforts and are committed to aligning with the United Nations Sustainable Development Goals throughout our academic mission and by adopting sustainable practices.

Research and teaching are part of our core mission, which is the advancement of knowledge and the dissemination and maintenance of teaching and research. We must create knowledge to deal with new and emerging challenges and educate the next generation of leaders who will actively exercise their rights as critic and conscience of society. As we look to the future, we need to ensure that our research is exceptional, relevant, with impact, not only expanding knowledge but also improving the lives of communities and individuals in Aotearoa New Zealand and across the globe.

## Ō ĀPŌPŌ - OUR FUTURE

As Aotearoa New Zealand and the world transforms, so too does Te Kunenga Ki Pūrehuroa Massey University.

Our point of difference is our flexible and wide-reaching learning and teaching opportunities, informed by world-leading research, and conducted in partnership with community, other universities, research partners and entities and industry. By strategically investing in boosting digital capability, added-value face to face educational opportunities, and disciplinary research excellence, we will strengthen the relationship between research and teaching for national and international impact.

Operating within our communities and through international collaborations, our researchers are developing expertise and skills to advance human knowledge and understanding. Working together across disciplines and locations, we solve national and global problems through fundamental, applied and interdisciplinary research, while culturally and artistically enriching our world.

As a Tiriti-led University we are committed to demonstrating authentic leadership in contemporary Aotearoa New Zealand as we uphold Te Tiriti o Waitangi, the founding document of our nation, and its principles through our practice. We see this as a critical requirement to advance more inclusive and socially progressive outcomes for Aotearoa New Zealand. We will achieve this through provision of well-resourced Te Tiriti education, including research, teaching and collaborations that emphasise Te Tiriti-informed partnerships. This will support staff in the implementation of practices that reflect these responsibilities and will ultimately benefit our students, who will graduate with an enhanced level of knowledge, understanding and awareness of Te Tiriti o Waitangi and its place in contemporary Aotearoa New Zealand. This will also enable university governance models, policies, procedures and regulations to be developed in accordance with our Te Tiriti responsibilities.

In doing so we remain committed to the prioritisation of support and investment for Māori development goals by way of strong emphasis upon Māori research, learning and teaching and Māori staff capacity and capability building at all levels. Te Kunenga ki Pūrehuroa Massey University has endeavoured to make notable and significant contributions to outcomes for Māori development in turn contributing positive and transformative outcomes for whānau, hapū, iwi and communities and for Aotearoa New Zealand. Our current Kaupapa Māori programmes, qualifications and student support initiatives continue to harness Māori academic success and prioritisation of these, and new initiatives will further contribute to this goal. This will bring new opportunities for wider collaboration at the interface of areas where Mātauranga Māori can be applied across new frontiers and dimensions. We are committed to the ongoing promotion and advancement of Te Reo Māori across Te Kunenga ki Pūrehuroa Massey University whilst ensuring due protection of Te Reo and Tikanga as taonga that are indigenous to Aotearoa New Zealand.

Our educators are preparing a new generation of global leaders. Our student body is increasingly diverse. Our students are attracted to Te Kunenga Ki Pūrehuroa Massey University because they want to achieve their personal goals, make their mark in the world or contribute to their communities. Our programmes are flexible, accessible, research-led, informed by the best local and global experience, and have international standing.

Our students will experience world-class learning that recognises their intellectual and cultural strengths, expands their horizons, and prepares them to contribute to a rapidly transforming Aotearoa New Zealand and world with scholarship, knowledge, critical and creative thinking skills, innovation, and leadership. We will integrate curricula, pedagogy and digitally supported learning environments to support our students' learning journeys.

All our students will have the opportunity to work in industry, with communities, iwi, or as active citizens, scientists, artists, writers or researchers. In addition to strong knowledge, scientific and technical bases, our students will also be encouraged to develop entrepreneurial, interpersonal and civic leadership skills that ensure success.

We will encourage evidence-based critical debate and ensure that a Te Kunenga Ki Pūrehuroa Massey University education includes the skills of scholarship, critical thinking, curiosity and commitment and of respectful articulation of new ideas that are essential for national and global citizenship. We will support our staff and students to exercise their right to academic freedom and their freedom of intellectual enquiry, debate, critique, and commentary. Te Kunenga Ki Pūrehuroa Massey University graduates will be equipped to lead in an uncertain future.

This Strategic Plan is shaped by four strategic pou or pillars. These are:

1. **TE POU RANGAHAU - RESEARCH**
2. **TE POU AKO - TEACHING AND LEARNING.**
3. **TE POU TANGATA - PEOPLE**
4. **TE POU HONO - CONNECTION**

Notwithstanding these ambitions and goals, the focus is on ensuring these are achieved while honouring and upholding our Te Tiriti o Waitangi commitments. As the founding document of Aotearoa New Zealand, Te Tiriti will also be the foundation for Te Kunenga ki Pūrehuroa Massey University's four pou and vision.

Te Kunenga ki Pūrehuroa Massey University values attributes which are a long-standing feature of our distinctive heritage and influence all four pou. We view these attributes weaving through the four pou, binding our strategy together, grounded in the foundational promise of Te Tiriti o Waitangi.

These attributes are:

1. **SUSTAINABILITY AND CLIMATE ACTION**
2. **ENTREPRENEURSHIP**
3. **CIVIC LEADERSHIP**
4. **GLOBAL ENGAGEMENT**



## POU RANGAHAU - RESEARCH

Research at Te Kunenga ki Pūrehuroa Massey University includes discovery, innovation, and commercialisation; we value research, scholarship, the production of creative works and professional and clinical practice, conducted with rigour and transparency, so that it can form a reliable basis for action. By 2027, we will have an unrivalled record of research excellence in subject areas vital to this country's society and economy and the communities we serve. Our areas of research excellence will be reflected in what we teach at undergraduate level, with Mātauranga Māori (Māori knowledge) supported and embraced. Recognising our place and location in Te Moana Nui a Kiwa (Pacific Region), we will support Pacific Peoples research to promote positive outcomes for Pacific Peoples.

We will be distinguished by our ability to apply human endeavour and creativity to solve contemporary societal challenges, in addition to maintaining our commitment to scientific endeavour, fundamental knowledge discovery and scholarship that underpins this. Finally, we are committed to growing future generations of researchers and our research will inform the connection with our teaching and postgraduate supervision through the teaching-research nexus. To achieve this goal, we have the following priorities:

### Priority 1 - Deliver Research Excellence, by:

**SUPPORTING** our early career academics and those individuals and/or research teams delivering innovative, world-class research

**ENSURING** that research conducted through partnership is widespread, invested in and actively maintained

**INVESTING** in the development of inter- and transdisciplinary skills among researchers and providing a supportive environment for collaborative research

**MAINTAINING** our focus on supporting our world-leading areas of research that align with and support the United Nations' Sustainable Development Goals

**ENSURING** that the university's research workforce profile maximises and delivers on our agreed research impact and outcomes using subject appropriate metrics to evidence performance

**INVESTING** in research dissemination and actively benchmarking our outputs to global standards to inform excellence and standing in research performance and future investment

**MAXIMISING** the commercial benefit of intellectual property derived from research

**EMBEDDING** a culture of research excellence in all aspects of the university's activities, so that all staff and students are part of this core endeavour

**PROMOTING** the responsibility to demonstrate Massey's role as "critic and conscience" by supporting staff to communicate research and engage in public debate

### **Priority 2 - Meet our Research Te Tiriti o Waitangi responsibilities, by:**

- **Supporting** Māori research priorities and in particular Māori development goals priorities, emphasising the importance of impact and benefits for the communities with whom we conduct our research
- **Acknowledging** the place and status of Mātauranga Māori and the development of Mātauranga Māori research capacity and expertise inside and beyond our university and communicating outcomes demonstrated in our research
- **Contributing** to new opportunities for Māori research development and Māori research leadership both within the university and externally in partnership with iwi and Māori research partners
- **Reducing** inequities of access for progression to postgraduate research, including doctoral studies, particularly for Māori and Pacific Peoples learners
- **Actively** contributing to research that supports outcomes for Māori, including our Mana Whenua partners and whānau, hapū and iwi communities
- **Championing** indigenous knowledge development and leadership, particularly among Māori as Tangata Whenua of Aotearoa New Zealand, Pacific Peoples in the context of the Pacific Region, and share this globally

## POU AKO - LEARNING AND TEACHING

Our goal is to provide all students with an excellent, contemporary and equitable learning experience, regardless of their location in Aotearoa New Zealand or globally, or their study mode, face to face or online. Our high-quality teaching will be digitally enabled and accessible to all students. Our research-led teaching will encourage students to critically engage with their learning experiences while developing their skills as research practitioners. Te Kunenga ki Pūrehuroa Massey University will partner with students to support them on their journey and achieve the success they seek. Our international students will experience an environment that typifies Aotearoa New Zealand, and which delivers excellent graduate outcomes.

We accept the responsibility to give effect to what it means to be Te Tiriti o Waitangi-led through the design and content of our curricula, pedagogies, and academic decision-making. We will work to ensure that these priorities are recognised in ways that inform our approaches, regulations, and procedures regarding learning and teaching. This will acknowledge our distinctive ways of learning and teaching and encourage staff and students to foster, extend, and build upon these strengths, to ensure that a learning experience at Te Kunenga ki Pūrehuroa Massey University is an exceptional one.

We recognise that the complex challenges identified in the Sustainable Development Goals require students to develop understanding of a range of knowledge systems, including disciplinary, subject, indigenous and Mātauranga Māori. In addition, students will increasingly require wider attributes, such as the ability to work in collaborative ways in inter- and transdisciplinary environments. We will develop curriculum and provide learning experiences that give students the opportunities to develop these skills.



To achieve this goal, we have the following priorities:

**Priority 3 - Deliver an excellent learning environment, by:**

- **Embedding** a culture of safety and inclusion that responds to the diverse needs of our students
- **Removing** institutional barriers to participation and success and providing targeted, and proactive and data-driven support for learners, reflecting the university's commitment to reduce the historical, educational and systemic barriers to success for all learners, including those with disabilities
- **Providing** course design and planning that is contemporary, sustainable, high-quality, flexible, and student-centred
- **Providing** Work Integrated Learning (WiL) and entrepreneurial and enterprise opportunities for students while creating meaningful stakeholder and industry partnerships to support WiL, enterprise and curriculum development
- **Encouraging** curriculum innovation taking into account the future of work and learning, including the acquisition of transdisciplinary and transferable skills that engage students with questions of sustainability through novel approaches

**Priority 4 - Meet our learning and teaching Te Tiriti o Waitangi responsibilities, by:**

- **Building** on existing foundations of Māori learner success through an increased focus on whānau engagement and enhanced Māori learner support and reducing barriers and impediments for access, participation, and success
- **Increasing** provision of Mātauranga-centred pathways for learning
- **Nurturing** academic success and excellence through Kaupapa Māori models of support
- **Aligning** all graduate attributes for our qualifications with cultural capability and awareness
- **Offering** all Māori students the opportunity to learn or develop their Te Reo Māori language and tikanga
- **Encouraging** all graduates to have a high level of knowledge and awareness of Te Tiriti o Waitangi

## POU TANGATA – PEOPLE

We will provide a supportive study and work environment that is reflective of our Te Tiriti o Waitangi commitment, in which all students and staff can feel safe, respected, dignified and able to flourish in work, learning and research.

We acknowledge the importance of the roles and responsibilities of Tāngata Whenua (Māori) at Te Kunenga ki Pūrehuroa Massey University as we progress this commitment. This stands alongside our recognition and valuing of all those who followed subsequently- European migrants (Pākehā); Pacific Peoples (Tangata Moana), and newer migrants from across the world (Tauivi) – collectively known as Tangata Tiriti. Together, we can collectively contribute to a flourishing Aotearoa New Zealand.

Te Kunenga ki Pūrehuroa Massey University will support all staff and students, through well-resourced educational provision, including research and learning and teaching, and access to updated online resources and ongoing professional development opportunities designed to deepen understanding and awareness of our individual and collective Te Tiriti o Waitangi responsibilities.

We also acknowledge the impact of our current environment on our people, staff and students, and on our workplaces, and the importance of personal resilience, holistic wellbeing, mental health conversations, diversity and inclusion, safety and bringing “your whole self” to work and study. In this environment where we are interchangeably switching between digital and hybrid work, we recognise the sense of connections to each other are being disrupted and that it affects us all.

We will work with staff to develop an inclusive, respectful and safe environment where positive engagement is encouraged, and our shared productive efforts are celebrated. Our university will foreground the importance of health, safety and wellbeing for all who engage with us. Our staff and students will be encouraged to be attentive to their own and others wellbeing.

To achieve this goal, we have the following priorities:

**Priority 5 – Work with our students as partners, by:**

- **Understanding and delivering** to the needs and ambitions of our prospective students, existing students and their whānau (families)
- **Removing** barriers to participation by providing equity of access to university study, services and platforms, ensuring university systems of advising and support are seamless, well-aligned and comprehensive
- **Providing** whole-of-institution, whole-of-student, systematic student support that recognises their learning environments (on campus, blended or online), different stages of their lives and learning
- **Enabling** decisions affecting students to include and be influenced by students

**Priority 6 – Invest in staff development and capability, by:**

- **Building** staff confidence in working with students as partners
- **Investing** in our early career academic staff, supporting the development of their teaching skills, and ensuring workloads allow for development of their research careers and civic leadership contributions
- **Developing** accessible resources and information to assist academic staff to support students
- **Growing** the capacity and capability of the University's Māori academic and professional workforce and building pathways that enhance the development and trajectory of this workforce
- **Building** staff knowledge in te ao Māori and Te Tiriti o Waitangi
- **Providing** learning opportunities for te reo Māori me ōna tikanga
- **Extending** capacity and capability building, as well as career pathways for our Pacific Peoples staff.
- **Building** digital confidence and capability in our staff and students and bridging the digital inequality for our learners and, in particular, our online learners
- **Enabling** academic and professional staff excellence through the provision of relevant training, development, and support
- **Building** staff capability in relation to the university's sustainability and climate action goals

## Priority 7 – Improve Culture, by:

- **Developing** highly skilled people leaders, with self-aware and skilful line management capabilities where manaaki (uplifting the mana of others) is prioritised and staff strengths can be maximised
- **Establishing** our collective acceptable values and behaviours with an emphasis on the reciprocal nature of rights and responsibilities in the context of a positive workplace culture
- **Building** a staff profile that delivers in terms of diversity and inclusion, productivity and strategic outcomes, ensuring appropriate workloads and life-work balance are recognised as key to success and individual wellbeing
- **Ensuring** performance appraisal of all staff while providing clarity on performance expectations, and recognising and rewarding staff excellence
- **Continue** to pursue transparent and efficient policies, processes that enable staff to maximise their workplace satisfaction and time
- **Supporting** Māori leadership and target proportional representation in key decision-making bodies and processes in the spirit of respecting the principles of partnership and participation
- **Ensuring** workplace bullying, discrimination and racism are not tolerated

## POU HONO - CONNECTION

Te Pou Hono recognises the ongoing importance of our many connections, to people and to place, encompassing both our past and our present in ways that ensure we are all actively contributing to a well-connected, sustainable and flourishing future not only for ourselves, but for our future generations. Our three campuses will continue to provide a critical point of connection for our staff, students and to our communities and to our iwi partners.

Te Pou Hono also recognises the leadership role Te Kunenga Ki Pūrehuroa Massey University has on matters of interest nationally and globally, in particular on the social, economic, cultural and environment issues faced by Aotearoa New Zealand, including those that affect tangata whenua. To achieve this goal, we have the following priorities:

### **Priority 8 – Create, honour and sustain meaningful connections and partnerships, by:**

- **Connecting** with our global staff and students in meaningful ways, that allow them to contribute to Aotearoa New Zealand and globally
- **Connecting** the University with key stakeholders, including university alumni advocates, iwi and Māori organisational and community leaders, Pacific Peoples leaders and communities, business and industry, other universities and entities worldwide, government and international leaders
- **Developing** strong partnerships with Mana Whenua across each of our university campuses and beyond; and delivering on the commitments made
- **Linking** with iwi and hapū across Aotearoa to enhance support for students and to explore new opportunities for collaboration
- **Partnering** with industries and business to enable work-readiness and clear pathways from education to employment or entrepreneurship for our graduates, and enable greater productivity or other positive outcomes through research innovation
- **Building** more opportunities for online students to meaningfully connect and maximise their experiences
- **Promoting** informed evidence-based and inclusive public debate that respects diversity of opinion, and is grounded in research and scholarship
- **Enabling** capability development across New Zealand, the Pacific region and the world to prepare citizens for the changing nature of our living environment, work and society







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