

TE KUNENGA KI PŪREHUROA MASSEY UNIVERSITY

DRAFT STRATEGY 2022-2027

Mai i Te Kunenga ki Pūrehuroa e ara ki te pae tawhiti

Whāia kia tata kia tutuki ai ngā whāinga nui i a tātou mahi katoa.

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:

- World-leading research with impact, conducted 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, high quality and integrity, which ensures authentic leadership in contemporary Aotearoa New Zealand
- Commitment to practice and partnership that reflect our Te Tiriti o Waitangi priorities
- 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 our 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 Auckland, and in 1999 it incorporated the renowned School of Design, established in Wellington in 1886. 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.

Ō Nāianeī – 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 'pivoted' to online delivery, often under enormous pressure and at great speed. Te Kunenga Ki Pūrehuroa Massey University made this rapid shift too, but given that more than half of the provision was already available in fully online mode, this transition has been more seamless and less disruptive than elsewhere, notwithstanding the impact on staff and students. Our academic staff are highly skilled in teaching online – skills that are now becoming highly prized and valued by learners and by other tertiary providers. 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.

Far from being positioned as being different and exceptional, Te Kunenga Ki Pūrehuroa Massey University will become the 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 this uncertainty 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.

We must create knowledge to deal with new and emerging challenges and educate the next generation of leaders who will 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 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 outcomes for Aotearoa New Zealand more broadly. 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 steadfastly 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. In this regard we seek to champion Māori leadership in ways that enable further growth and development in Kaupapa Māori and Mātauranga Māori. 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 and are attracted to Te Kunenga Ki Pūrehuroa Massey University because they want to achieve their personal goals or make their mark in the world. 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 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 and community agencies or iwi, or as active citizens, artists, writers or researchers. In addition to strong knowledge and technical bases, our students will also be encouraged to develop entrepreneurial, interpersonal and civic leadership skills that ensure individual success.

We will encourage evidence-based critical debate and ensure that a Te Kunenga Ki Pūrehuroa Massey University education includes the skills of 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 three strategic pou or pillars. These are:

1. Te Pou Tangata - People
2. Te Pou Ako - Teaching and Learning.
3. Te Pou Rangahau - Research

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 three pou and vision.

Te Kunenga ki Pūrehuroa Massey University values attributes which are a long-standing feature of our distinctive heritage and influence all three pou. We view these attributes weaving through the three 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 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 Tangata 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); Pasifika (Pacific Peoples or Tangata Moana), and newer migrants from across the world (Tauīwi) – 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 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 1 – 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)
- **Providing** equity of access to university study, services and platforms, ensuring university systems of advising and support are seamless, well-aligned and comprehensive
- **Supporting** our students to participate, co-create by enabling students to bring their experiences into their learning, and lead within our university
- **Providing** a wide range of support services for our students, that recognise their different stages of life and learning, and that are proactive and contemporary in their approach to learner wellbeing and safety
- **Enabling** decisions affecting students to include and be influenced by students

Priority 2 – Invest in staff development and capability, by:

- **Building** staff confidence in working with students as partners
- **Growing** the capacity and capability of the University's Māori academic and professional workforce and building pathways that enhance the development and trajectory of the University's Māori academic and professional workforce
- **Building all** staff capability in 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 Pasifika staff.
- **Building** digital confidence and capability of our staff and students
- **Enabling** academic and professional staff excellence through the provision of relevant training, development, and support

Priority 3 – Improve Culture, Performance and Accountability, by:

- **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, productivity and strategic outcomes, ensuring appropriate workloads and life-work balance are recognised as key to success and individual wellbeing
- **Ensuring** that, through performance appraisal of all staff, recognise and reward staff excellence and hold to account those staff who underperform
- **Continue** to pursue transparent and efficient policies, processes that enable staff to maximise their workplace satisfaction and time
- **Enabling** decisions affecting Māori to be influenced largely by Māori and Te Ao Māori
- **Supporting** strong Māori leadership and representation in key decision-making bodies and processes in the spirit of respecting the principles of partnership and participation

Priority 4 – Create 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 and influencers, including alumni advocates, iwi leaders, Pacific communities, business and industry, government and international leaders
- **Developing** strong partnerships with Mana Whenua across each of our university campuses and beyond; and delivering on the commitments made

Priority 5 – Invest in our places, physical and virtual, by:

- **Improve** utilisation and design of spaces and place greater emphasis on investment in technology, leading to positive engagement by our people and supporting our ambition to be carbon neutral by 2030
- **Establishing** practices and policies that support the changing nature of work, including flexible working from home arrangements
- **Reflecting** our Te Tiriti priorities through ongoing development of culturally informed facilities and teaching spaces
- **Prioritising** partnerships with Mana Whenua as the kaitiaki, or custodians, of the lands of each university campus. This will be reflected through participation with iwi leadership, collaborative teaching and research opportunities and high prominence of relevant Mana Whenua perspectives in our physical spaces and campus culture.

Pou Ako – Learning and Teaching

Our goal is to provide all students with an excellent 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 ensure that students can 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. To achieve this goal, we have the following priorities:

Priority 6 - Deliver an excellent learning environment, by:

- **Providing** course design and planning that is 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
- **Setting** expectations for high quality pedagogy and curriculum and support through development and accountability
- **Providing** digital and physical infrastructure and specialist resources that support the holistic student experience, for both staff teaching courses, and for students engaged in online learning

Priority 7 - 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
- **Ensuring** that all students graduate with a high level of knowledge and awareness of Te Tiriti o Waitangi
- **Ensuring** all graduate attributes for our qualifications are aligned with and reflect our commitment to developing cultural capability and awareness

Pou Rangahau – Research

Research at Te Kunenga ki Pūrehuroa Massey University includes discovery, innovation, and commercialisation; we value scholarship, the production of creative works and professional and clinical practice. 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 Pasifika research to promote positive outcomes for Pasifika 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 fundamental knowledge discovery 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 8 - Deliver Research Excellence, by:

- **Enabling** our researchers by supporting our early career academics and those who are delivering innovative, world-class research
- **Ensuring** that research conducted through partnership is widespread, invested in and actively maintained
- **Ensuring** that the university's research workforce profile maximises and delivers on our agreed research impact and outcomes particularly citations
- **Maintaining** our focus on supporting our world-leading areas of research that align with and support the United Nations' Sustainable Development Goals
- **Reducing** inequities of access for progression to postgraduate research, including doctoral studies, particularly for Māori and Pasifika learners
- **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

Priority 9 - 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
- **Supporting** research teams to engage with iwi, tangata whenua, mana whenua, hapū and Māori researchers and research teams
- **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, Pasifika in the context of the Pacific Region, and share this globally

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