



TE KUNENGA | MASSEY
KI PŪREHUROA | UNIVERSITY
UNIVERSITY OF NEW ZEALAND

MASSEY UNIVERSITY · STRATEGY 2026-2030

People. Place. Possibility.

Tangata. Whenua. Pūrehuroa. Te whakatipu i te mātauranga hei whakakaha i a Aotearoa, hei koha hoki mō te ao.

Grown in Aotearoa, applied to the world.

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OUR PURPOSE

Connecting people, place and possibility to advance knowledge of the living systems that sustain Aotearoa and the world.

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PART 01 · FOREWORD

From the Chancellor

Determining the strategic direction of a university is a critical responsibility, not just for the university but for the society in which it operates. And at a time such as this it is no easy task. Rapid advances in AI and technology, changing workforce needs, growing demands from students for a clear return on their investment, and increasing pressure on government funding are reshaping the higher education landscape. In this environment, we cannot rely on past approaches. We must make deliberate choices about where to focus our teaching, research and resources to deliver value for students, contribute to New Zealand's productivity and economic growth, and position ourselves for the future.

In setting Te Kunenga ki Pūrehuroa Massey University's new strategy, the University Council was clear in its ambition for Massey to uphold its place as the University of New Zealand, while also ensuring our impact is felt beyond these shores and across a changing world: grown in Aotearoa, applied to the world.

I am pleased to present a strategy which is moving Massey forward from austerity to growth. This is a strategy which requires bold decision-making, substantial investment and huge commitment, but one that will ensure Massey is meeting the future head-on. Not only does this strategy outline what Massey will be in the future, it addresses what we need to change to get there, with improved student experience, digital advancement and collaborative partnerships.

I commend this strategy to you as one that ensures Massey continues to make its mark on the world.

Alistair Davis

CHANCELLOR · TE KUNENGA KI PŪREHUROA

From the Vice-Chancellor

For nearly 100 years, Te Kunenga ki Pūrehuroa Massey University has delivered learning opportunities, advanced knowledge, and helped tackle society's most important challenges through education, research and innovation. This history gives us a strong foundation, but it does not guarantee future success.

To ensure Massey can continue to thrive into the future, we asked ourselves a simple question: where can we make the greatest difference to the world?

Our new strategy reflects a deliberate choice to amplify the areas where we are strongest. Guided by a mission-led approach, we are clear about the challenges we are here to help address, disciplined about where we focus, and practical about how knowledge is translated into real-world outcomes. Rather than trying to do everything, we will build on our distinctive strengths in our subject areas, teaching, research, innovation and engagement, and we will focus our resources where they can create the greatest value for our students, staff, partners, communities and industries across New Zealand and the world.

Our strategy recognises that our future success will come not from doing more, but from doing what we do best, even better. By sharpening our focus and investing in our areas of excellence, we will strengthen our contribution to New Zealand's social and economic prosperity, help address the challenges that matter most locally and globally, and ensure our second century delivers even greater impact than our first.

Thank you for helping us bring our strategy to life.

Professor Pierre Venter

VICE-CHANCELLOR · TE KUNENGA KI PŪREHUROA





Woven into all we do

"We are committed to weaving Te Tiriti o Waitangi throughout all of our organisation's systems, structures and professional practice."

Tapuae tahi nā Rangitāne ka mihi, te raukura o Taranaki ka mihi, ngā maunga whakahi o Kaipara ka mihi, Aotearoa nui tonu tēnā koutou katoa.

One of the whakataukī of my iwi says: *Tuitui tāngata, tuitui korowai*. Bringing people together is like weaving a fine cloak.

As we have developed this strategy, I have reflected on the idea of weaving. Strong futures are not created from a single strand; they are woven from many sources. This strategy combines the strengths of our people, the potential of our regions, the university's history, and our ability to adapt and grow, as the foundation for the future of Te Kunenga ki Pūrehuroa.

At Massey, our commitment to Te Tiriti o Waitangi is not a strand that sits alongside this work; it is the binding thread that holds it together.

The foundation promise of our nation was to enable the economic, social and cultural prosperity of the generations that follow. By weaving Te Tiriti through Massey's systems and structures, we strengthen that foundation and create greater opportunity for all who call Aotearoa home.

Massey is deeply connected to the land, regions and communities we serve, and to the industries that make New Zealand prosperous. We are uniquely placed to support the growth of the Māori food and fibre economy, the wellbeing of Māori whānau, and the advancement of Māori knowledge and innovation, ensuring our iwi and regions can thrive.

This strategy seeks to unlock the potential of all our people, strengthen the places that sustain us, and grow the knowledge and capability needed for a changing world.

As we look ahead, we continue to weave with purpose, honour Te Tiriti, and create a future in which all mokopuna can flourish.

Paora Ammunson

Ngāti Kahungunu and Rangitāne o Wairarapa, Te Arawa and Tainui

DEPUTY VICE-CHANCELLOR MĀORI · TE KUNENGA KI PŪREHURUA

A growth strategy for a changing New Zealand

New Zealand is changing. Artificial intelligence and rapid technological change are redrawing whole industries and the work people do; the impacts of climate change are reshaping our environment, food systems and communities; global economic uncertainty is testing the industries and trade the country depends on; and an ageing, shifting population is changing who learns and the skills they will need. Learners now move in and out of education throughout their lives as careers evolve, industries transform and new skills emerge. The country's needs are evolving as well, with increased focus on lifting productivity across our distinctive sectors, strengthening the economic and environmental resilience of the regions, and building the nation's **workforce of the future**. That is the work on which Massey was founded.

With the release of the new strategy, Massey is **setting a new agenda and going for growth**. Deliberately shifting gears from a period of consolidation, the strategy celebrates a change of mindset that leads with opportunity, innovation and purpose, and asks every part of the university to build and scale for the benefit of New Zealand.

Our strengths sit where people, place, food, animals, environments, technology, culture and communities intersect. We describe these as **living systems**: the connected systems that sustain life, wellbeing, productivity and prosperity. From healthy people and thriving communities to resilient environments, food systems and regional economies, these systems are deeply connected. Understanding those connections is where Massey is at its strongest. This strategy focuses Massey's effort where our strengths meet the country's greatest needs.

The five pillars at the heart of this strategy represent **Massey's strategic choices**: the areas where we believe we can create the greatest impact and differentiate ourselves. They will shape how we learn and teach, what we research and how we operate. For learners, the choice is a practical one; Massey will compete by combining applied learning, flexible delivery, industry connection and distinctive expertise in living systems.

To unlock the potential impact and promise set out in the strategy, Massey will bring renewed discipline to realise this vision for New Zealand. We will be **mission-led**, laser focussed on the problems we are here to help solve, and unwaveringly committed to turning knowledge into practical, impactful outcomes. Such discipline and focus means every part of Massey, across our teaching, research, creativity and service, can contribute to and advance our shared purpose.

Grow

Lead with opportunity, innovation and purpose; reinvest success in people and place.

Focus

Discipline ensures strategic investment in mission-led, high-impact priorities, as well as the grounding to know when to say no.

Deliver

Direct resources to the problems that matter, and measure success by the positive impact delivered beyond the university.

Tangata. Whenua. Pūrehuroa.

Connecting people, place and possibility to advance knowledge of the living systems that sustain Aotearoa and the world.

Te whakatipu i te mātauranga hei whakakaha i a Aotearoa, hei koha hoki mō te ao.

PURPOSE

Connecting people, place and possibility to advance knowledge of the living systems that sustain Aotearoa and the world.

VISION

Aotearoa New Zealand's most applied, connected university, globally recognised for impact and innovation.

MISSION

Growing knowledge and capability to ensure prosperity and quality of life in Aotearoa.

We are committed to weaving **Te Tiriti o Waitangi** throughout all of our organisation's systems, structures and professional practice.

PART 01 · HE KAWA

Our values

We are committed to the foundation promise of our nation, to ensure the economic, social and cultural prosperity for all of our mokopuna.

Ako

LIFE-LONG LEARNING

We meet learners where they are with what they need to thrive in an ever-changing world. Our success is measured in returns: graduates who come back to learn, and alumni who stay to mentor, teach and hire.

Hono

CONNECTION

We are stronger together, amplifying impact with trusted relationships and meaningful collaborations. We judge every partnership by what it delivers beyond Massey, for industry, iwi and the regions we serve.

Auaha

FUTURE-READY

We evolve our learning, research and collaborations to meet the challenges of today and the future we imagine together. The hardest problems get our best people first, in teams that cross disciplines to find answers no single field could.

Pae Tawhiti

PURPOSE-DRIVEN

We build lasting value for Aotearoa by amplifying access to learning, knowledge and innovation. We keep our promises: priorities named, progress measured, results delivered.

The kawa that guides how we learn, connect and lead.



PART 02 · CHAPTER 01 · LEARNING FOR LIFE AND WORK

Equip

From degrees to *lifelong capability*.

Adaptable, industry-ready learners and agile problem-solvers, supported at every stage of a learning life.

Learning is changing. People now move in and out of education throughout their lives as careers evolve and industries transform, so Massey is designing a **flexible, learner-centred system**: clearer pathways into, through and beyond study, stronger recognition of prior learning, and deep investment in the first-year experience. Working hand in hand with employers, industry, communities and alumni, we will expand short, professional and work-integrated learning so capability grows in ways that fit real lives, real careers and New Zealand's workforce needs.

1st

Sustainable Climate Systems
major in Aotearoa

Gold

global rating for online learning

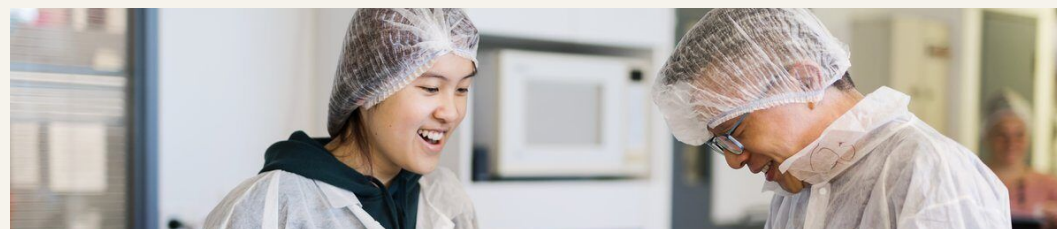


EQUIP · FUTURE-READY LEARNERS

A climate degree, first of its kind

Aotearoa's first Sustainable Climate Systems major turns systems thinking into a path for forearmed change-makers, policy developers and pioneers.

Bachelor of Science · College of Sciences, 2026



EXPLORE · LIFELONG CAPABILITY

Upskilling the regions

An industry-designed SME business-development micro-credential equips owner-managers across Manawatū and Whanganui to grow and lead.

Massey Business School · BusinessFirstNZ

WE KNOW WE ARE SUCCEEDING WHEN

- Learners engage with Massey before, during and after degree study.
- Graduate outcomes, employability and learner belonging improve.
- Employers seek out Massey graduates as adaptable and work-ready.
- Flexible, professional and lifelong pathways grow alongside degrees.
- **Te Tiriti** · Participation, equitable outcomes and success: pathways created in partnership with Māori learners, whānau, iwi and communities.



PART 02 · CHAPTER 01 · EQUIP · IN DEPTH

Where screen careers are made

Massey equips a generation to lead in the creative economy. At the **National Academy of Screen Arts** on the Pukeahu campus in Wellington, students build fluency across film production, animation, visual effects, music, design and creative technology, moving between disciplines as the industry itself does. Purpose-built, industry-grade facilities put them in a professional setting from the start: New Zealand's largest permanent virtual-production LED volume, a twenty-camera motion-capture stage, a 155-seat Dolby Atmos cinema and eleven post-production suites.

The Academy pairs that technology with mentorship, internships and professional development, and with deep ties to the screen sector, from the New Zealand Film Commission and Wētā FX to Park Road Post, WingNut Films and Screen Wellington. Students learn by making, alongside the companies and practitioners who define one of New Zealand's most globally recognised industries.

The goal is straightforward: graduates who leave with the confidence, skills and knowledge employers need. Industry-ready creatives, prepared to become the next generation of leaders in film, games, music and design.

"Students leave the university as industry-ready graduates who are ready to become the next generation of leaders." PROFESSOR MARGARET MAILE · PRO VICE-

CHANCELLOR, TOI RAUWHĀRANGI COLLEGE OF CREATIVE ARTS

Sources: Massey News · State-of-the-art facilities and new industry partnerships celebrated, 27 August 2024.



PART 02 · CHAPTER 02 · PURPOSE-DRIVEN DISCOVERY

Innovate

From research as activity to *mission-led impact*.

Knowledge translated into practice, policy, products and partnerships.

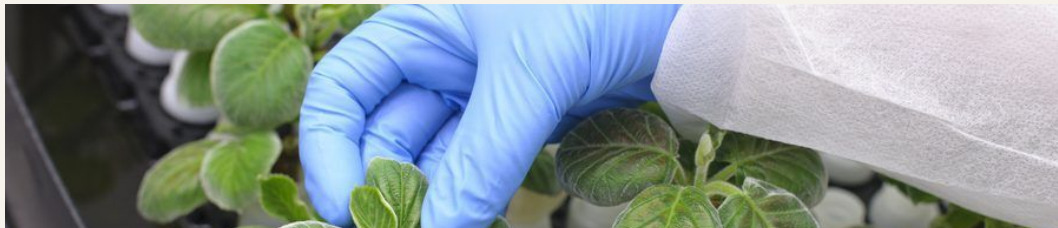
Rather than spreading effort broadly, Massey will organise research, teaching and workforce development around **mission-led priorities** where its expertise is distinctive, from advanced food systems to disaster response and resilience, to healthy people and animals, to innovation in applied technologies, so that new knowledge becomes practical solutions, skilled graduates and measurable impact. Success will be measured not only by the research we produce, but by the difference it makes for communities, industries and regions.

1st

in New Zealand for spin-outs per dollar of research income

7^{yr}

Whenua Haumanu regenerative agriculture partnership with MPI



INNOVATE · DISTINCTIVE SECTORS

Turning waste into worth

Black Soldier Fly larvae convert food waste into protein and fertiliser, cutting waste volume by up to 80% and closing nutrient loops.

College of Sciences · Fieldays 2026



SUSTAIN · LIVING SYSTEMS

Regenerating Aotearoa's soils

Whenua Haumanu pairs real-time emissions sensing with regenerative practice, keeping farms productive and resilient.

Seven-year programme · partnership with MPI

WE KNOW WE ARE SUCCEEDING WHEN

- More research is organised around major challenges and opportunities.
- Industry, government and community partners increasingly co-invest.
- Students learn at the frontier, working on real challenges alongside researchers.
- Multidisciplinary teams become the norm, not the exception.
- More knowledge is translated into policy, products, services and practice.
- **Te Tiriti** · Knowledge partnership: mātauranga Māori advanced alongside other knowledge systems, with iwi as partners in defining priorities.

From loss in the field to value in the loop

Innovation at Massey is measured by what it changes on the ground. Around 30% of food is lost across the agrifood chain, from farms and orchards to supermarkets and homes; a vast, untapped resource. Massey researchers are turning that loss into value, enlisting **Black Soldier Fly larvae** to convert organic waste into protein and nutrient-rich fertiliser (frass), cutting waste volume by up to 80% and closing nutrient loops in a circular bioeconomy.

In the paddock, the seven-year **Whenua Haumanu** programme, New Zealand's most comprehensive regenerative and pastoral agriculture partnership run with the Ministry for Primary Industries, studies how farming shapes soil health, biodiversity and wider ecosystems while keeping farms productive and resilient. New portable trace-gas analysers let researchers read nitrous oxide emissions in real time, paddock by paddock, tuning mitigation to New Zealand's distinctive soils and systems.

Together they mark the shift from research as activity to mission-led impact: evidence farmers can use, technologies industry can adopt, and science in service of the living systems we all depend on.

"In roughly 15 days, they can convert organic waste into, on average, two to three kilograms of nutrient-rich frass for every one kilogram of larvae, while reducing waste volume by up to 80 per cent." DR MARIA MINOR · ASSOCIATE PROFESSOR IN ECOLOGY AND ZOOLOGY

Sources: Massey News · Exploring regenerative science at 2026 Fieldays; Whenua Haumanu programme.



PART 02 · CHAPTER 03 · PATHWAYS TO POSSIBILITY

Connect

From transactional to *collaborative partnerships*.

Stronger together, amplifying impact through trusted relationships.

Opportunity is created through connection. As New Zealand's university without boundaries, Massey will move from individual interactions to **long-term relationships**, working alongside schools, iwi, industry and regions so more people can reach education, transition into work and reconnect with learning as their needs evolve. Similarly, by partnering with industry, government and iwi to co-design solutions to real-world challenges, we will turn Massey knowledge into products, practice and shared value. Through partnerships, shared delivery models and digital channels, we will reach learners wherever they are, and industry and iwi with what they need, earning our reputation as a trusted, lifelong university partner.

1st

Aotearoa process turning
harakeke muka into industrial yarn

185,000

alumni connected across
Aotearoa and the world



CONNECT · TE TIRITI-LED

Weaving with science and whakapapa

Te Aho Tapu Hou (the new sacred thread) turns muka fibre released from harakeke leaves into industrially spun yarn, optimising mātauranga Māori with fibre science.

Angela Kilford (*Te Whanau A Kai, Ngāti Porou, Ngāti Kahungunu*) · *Te Whiri Whītau, College of Creative Arts · Muka Textiles · MBIE Vision Mātauranga Capability Fund*



CONNECT · INDUSTRY PARTNERSHIPS

Meeting the sector where it works

At Fieldays and on the marae, researchers, iwi, farmers and industry trade knowledge as partners, not suppliers and clients.

Fieldays 2026 · MPI Science for Farmers site

WE KNOW WE ARE SUCCEEDING WHEN

- Partnerships become longer-term and strategically aligned.
- Learners gain more real-world, work-integrated learning.
- Iwi, industry, government and community partners co-design and co-deliver.
- More outcomes are achieved through shared effort than by Massey acting alone.
- **Te Tiriti** · Enduring relationships: iwi and Māori communities as strategic partners in opportunity, regional aspiration and shared outcomes.

An old fibre, spun into a new future

Massey's partnerships and relationships with iwi are built to last, not simply transacted. **Te Aho Tapu Hou**, an Aotearoa-first collaboration led by Massey's **Te Whiri Whītau** research cluster, unites mātauranga Māori with fibre science to turn muka fibres released from harakeke leaves into industrially spun yarn and high-value textiles. The team have proved the fibre can be processed with wool technology and without harmful chemicals. With partners including Dr Rangi Te Kanawa (Ngāti Maniapoto) of Muka Textiles and the Bioeconomy Science Institute Maiangi Taiao, funded through the Ministry of Business, Innovation and Employment's Vision Mātauranga Capability Fund, this compelling collaboration opens a path to a Māori-led enterprise that is highly sustainable, whilst enabling environmental revitalisation of wetland areas.

That collaborative instinct plays out in the open, too. At Fieldays, on the marae and across the motu, researchers, iwi, farmers, students and industry meet as partners rather than suppliers and clients, trading knowledge in real time and turning a paddock-side conversation into enduring collaboration.

It is a deliberate move from transactional to collaborative: stronger together, amplifying impact through trusted relationships.

"You have to be action-orientated and working with your hands from the onset... we need co-intelligence and collectivity." PROFESSOR HUHANA SMITH · HEAD OF SCHOOL OF ART, WHITI O REHUA

Sources: Massey News · Exploring regenerative science at 2026 Fieldays, 11 May 2026; College of Creative Arts, Te Whiri Whītau; Muka Textiles; Bioeconomy Science Institute Maiangi Taiao; MBIE Te Pūnaha Hihiko Vision Mātauranga Capability Fund.



PART 02 · CHAPTER 04 · A MASSEY NEW ZEALAND CAN TRUST

Build

From fragmented activity to *trusted delivery*.

Financial strength, stakeholder confidence and execution discipline.

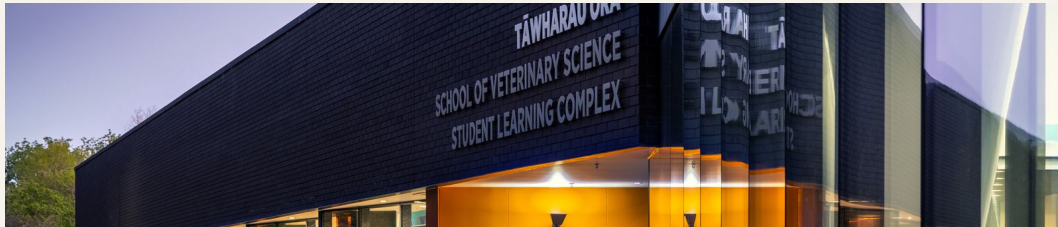
A strong strategy is not enough to ensure success. Realising the promise of the strategy requires an aligned, disciplined and effective organisation. Under the new strategy, Massey will strengthen accountability, simplify decision-making and invest in **leadership, data and AI capability**, dedicating resources to shared priorities and connecting people with purpose, so everyone at Massey can see and believe in the part they play in our success. We will build a culture and enterprise that is ‘One Massey’ with strong academic foundations, disciplined execution, modern systems and a shared sense of purpose.

14th

Veterinary Science in the world;
1st for employer reputation

1st

in New Zealand for the Executive
MBA; top 200 worldwide



BUILD · TRUSTED DELIVERY

World-class, built to last

A decade of investment, including a new \$70m veterinary facility, lifts Tāwharau Ora, the School of Veterinary Science, to 14th in the world and 1st for employer reputation.

2026 QS Subject Rankings



BUILD · LEADERSHIP CAPABILITY

Building leaders New Zealand trusts

The Executive MBA ranks 1st in New Zealand and inside the world's top 200, and 24th equal across Asia-Pacific; the business school sits in AACSB's top 5% globally.

QS Executive MBA Rankings 2026 · AACSB International

WE KNOW WE ARE SUCCEEDING WHEN

- Staff understand priorities and their own accountabilities.
- Delivery milestones and benefits are consistently achieved.
- Learners feel the benefit of a simpler, better-run university.
- Decisions are increasingly informed by evidence and data.
- Confidence grows among learners, staff, Council, partners and government.
- **Te Tiriti** · Governance and accountability: Te Tiriti commitments demonstrated through leadership, capability and performance measures.

Built to last, and ranked to prove it

Trust is earned through delivery, and Massey is building it. A decade of disciplined investment, including a new **\$70m veterinary facility** as the final stage of a ten-year-plus upgrade, has lifted Tāwharau Ora, the School of Veterinary Science, to 14th in the world in the 2026 QS Subject Rankings: first in Oceania and Asia, and first in the world for employer reputation. Agriculture climbed 18 places in the same rankings to be 49th, returning to the global top 50.

Behind the ranking sits a distinctive student experience. As New Zealand's only veterinary school, Massey trains vets hands-on at its own teaching hospital, home to a 24-hour emergency centre and the country's only dedicated wildlife hospital. Accredited by the veterinary boards of New Zealand, Australia, the United Kingdom and the United States, the degree lets graduates practise around the world, keeping it among the most sought-after Massey offers.

The same discipline shows in sustainability. Massey ranks 96th worldwide and **joint first in New Zealand** in the 2026 Times Higher Education Impact Ratings, which measure delivery against the UN Sustainable Development Goals. It improved across 11 of 17 goals, sitting in the world's top 30 for Zero Hunger, Life on Land and Climate Action.

"Being ranked first globally for employer reputation, and as the highest ranked subject area across the full academic offering of New Zealand universities, is a remarkable achievement." PROFESSOR JON HUXLEY · HEAD OF TĀWHARAU ORA SCHOOL OF VETERINARY SCIENCE

Sources: Massey News · Massey enters world top 15 in 2026 QS Subject Rankings, 26 March 2026; Massey ranked in world top 100 for sustainability impact, 24 June 2026.

A group of men in business suits are gathered around a kiwi bird, which is being held by a person in a blue shirt. The men are looking at the bird with interest and smiling. The background is a simple indoor setting with blue doors.

PART 02 · CHAPTER 05 · AOTEAROA EXPERTISE TO THE WORLD

Scale

From local strength to *global relevance*.

Building stronger regions, value chains and global connections.

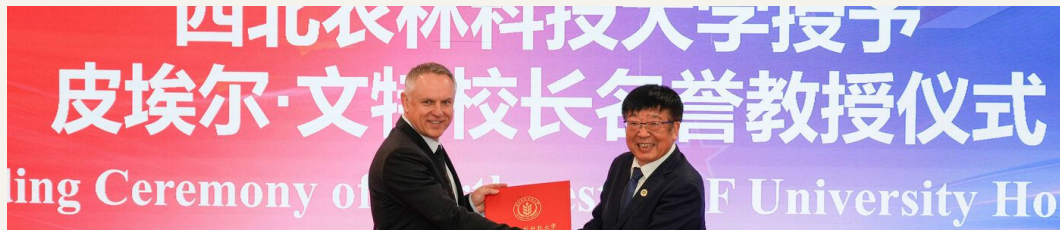
Massey will be recognised internationally not because we do everything, but because we do **some things exceptionally well**. We will deepen strategically important global partnerships and expand transnational education and online delivery, taking high-quality Massey learning beyond our campuses and shores, while staying grounded in Aotearoa. By amplifying our distinctive strengths, we will grow New Zealand's prosperity, reputation and influence, and open new opportunities for learners, researchers and communities.

8,000+

online EFTS, the most of any New Zealand university

360

active international partnerships



SCALE · GLOBAL DELIVERY

First in the country, twice over

The first New Zealand university awarded a second Joint Education Institute in China, growing toward ~1,200 students by 2029.

Office of Global Partnerships, June 2026



CONNECT · ENDURING RELATIONSHIPS

Six decades of friendship, renewed

A whole-of-university delegation reached nine cities across five countries, deepening alumni and partner ties from Singapore to Surabaya.

2026 Southeast Asia Roadshow

WE KNOW WE ARE SUCCEEDING WHEN

- More learners access Massey through international and transnational pathways.
- Research, teaching and innovation create impact beyond New Zealand.
- Global partnerships expand the reach of Massey's expertise.
- International activity strengthens outcomes for Aotearoa, never runs apart from them.
- **Te Tiriti** · Aotearoa strengths shared globally: mātauranga Māori and indigenous innovation carried to the world.



PART 02 · CHAPTER 05 · SCALE · IN DEPTH

Aotearoa's classroom reaches the world

Aotearoa expertise now travels further than ever. In June 2026 Massey became the **first New Zealand university awarded a second Joint Education Institute** in China, partnering with Northwest A&F University, one of the country's leading agricultural universities, on programmes aligned to global food security, environmental sustainability and climate resilience. The pairing is deliberate: like Massey, Northwest A&F is built on agriculture, food and environmental science, so the two bring complementary strengths to the same global challenges. The first intake of up to 300 students begins in September 2026 and grows toward around 1,200 by 2029, alongside Massey's established institute in Nanjing, which already teaches more than 2,000 students.

Reach is also built face to face. A whole-of-university delegation drawn from all five colleges carried Massey across Southeast Asia in 2026: nine cities, five countries, fourteen days; reconnecting with partners and alumni from Singapore to Surabaya, and renewing, in Thailand, more than six decades of collaboration.

The throughline is constant: local strength made globally relevant, on the strength of relationships built over decades.

"It reinforces our position at the forefront of transnational education globally and highlights the strength of our international partnerships." PROFESSOR PIERRE

VENTER · VICE-CHANCELLOR

Sources: Massey News · Second China Joint Education Institute, 2 June 2026; Massey expands connections across Southeast Asia, 14 April 2026.

Enable

From ambition to *execution*.

With the seven enablers, Massey is powering up an enterprise-wide execution engine, with clear owners for every outcome, disciplined prioritisation, live performance data to inform decision-making and review performance, and strategic workforce knowledge that lets us grow critical capability at pace. The enablers allow benefits to be tracked and reported, so momentum stays visible and confidence is shared.

01 Learner journey & portfolio

Lifelong learning, learner success and portfolio focus

A distinctive portfolio built around the knowledge, industries and living systems that matter most to Aotearoa, with clearer pathways from learning to lifelong capability. We will focus on the areas of greatest relevance, demand and impact, and build a learner relationship that extends before, during and beyond study, so Massey becomes a lifelong partner in capability, not simply a provider of qualifications.

02 Re-energised campuses

Distinctive regional impact

Connected campuses with distinct strengths and regional identities. Manawātū leads in food, fibre, agriculture and the bioeconomy; Auckland is our metropolitan gateway to business, technology and innovation; Wellington brings creative, design, health and public impact; and our distance and online network reaches learners wherever they are. Each plays a distinct role while working as one university, so our campuses become catalysts for regional growth, capability and innovation.

03 Digital, AI & data

Future readiness and scale

Digital, AI and data capabilities that connect people, place and knowledge. AI will reshape how Massey learns, teaches, researches and operates, with more personalised learning, stronger research capability, sharper decisions, and every graduate leaving with discipline-specific AI fluency. Built on trusted data and responsible governance, digital capability becomes a strategic advantage for learners, staff and partners.



Te Rau Karamu Marae and Te Ara Hihiko · Pukeahu, Wellington campus

The remaining enablers ready the organisation to deliver, from partnerships and brand to leadership and a smart operating model.

04 Partnership & investment frameworks

Impact through collaboration

Long-term partnership and investment models that bring together industry, iwi, government, communities and international collaborators to solve real-world challenges and create shared value. We will simplify how we work with partners so teaching and research connect directly to real-world needs, from work-ready graduates to regional and Māori economic development, so Massey becomes a trusted connector between knowledge, people and opportunity.

06 Leadership, culture & workforce capability

Organisational readiness

Leaders and teams who are accountable, collaborative and future-ready, able to work across disciplines, organisations and communities. We will strengthen accountability and governance, build workforce capability, and foster a culture of collaboration, inclusion and continuous improvement, because the strategy succeeds only when our people have the capability, clarity and confidence to deliver it.

05 Brand & market development

Growth

Growing recognition of Massey as New Zealand's most applied and connected university, attracting learners, partners and investment through a reputation for relevance, innovation and impact. Through targeted recruitment and market development across domestic and international markets, we will build awareness, trust and demand, so a stronger brand becomes the growth engine that sustains the strategy.

07 Smart operating model

Execution and accountability

A disciplined, data-informed operating model that simplifies how we work and strengthens accountability and governance. Clearer processes, effective governance and reliable data mean resources follow strategic priorities and progress is made visible, so strategy consistently becomes results.

TE TIRITI O WAITANGI · WOVEN THROUGH EVERY ENABLER

Te Tiriti shapes how we design our systems, build partnerships, develop our people, allocate resources and measure success, strengthening our ability to work in partnership and create lasting value for Māori, Aotearoa and the world.

Partnership

Iwi and Māori communities as strategic partners in education, research and innovation.

Equity

Equitable access, participation and success for Māori learners and communities.

Mātauranga

Mātauranga Māori valued, advanced and appropriately protected across all we do.

The roadmap

From focus to global *leadership*.

Transformation happens over time, not overnight. The roadmap sequences the strategy across three horizons, from focus and reset, through scaling, to recognised global leadership.

NOW Align

2026

Focus the portfolio, reset accountabilities and stand up the execution engine that Council and staff can see working.

NEXT Grow

2027–2029

Scale mission-led programmes, strategic partnerships and new learner pathways; demonstrate early wins.

BEYOND Lead

2030+

Aotearoa expertise recognised globally, with growth reinvested in people, place and possibility.



PART 04 · MEASURE

How we will measure success

Four outcomes define what success looks like. Each is anchored in the difference Massey makes for learners, partners, communities and the country, and measured in relation to the scale and sustainability of that impact.

OUTCOME 01 IMPACT THROUGH PEOPLE

Future-ready learners

Capable, adaptable, employable and ready to contribute in a changing world.

- More New Zealanders access a Massey education, and more complete and thrive.
- Graduates leave capable, adaptable and sought after by employers.
- Learners return throughout their lives, and Massey provides the knowledge and capabilities they need every time.

OUTCOME 02 IMPACT THROUGH PARTNERSHIPS

National capability & productivity

Massey helps New Zealand lift productivity, strengthen regions and build the future workforce.

- Massey lifts New Zealand's productivity and strengthens its regions and value chains.
- Deeper partnerships with industry, government and iwi turn expertise into shared prosperity.
- A stronger, work-ready workforce for the sectors that matter most.

OUTCOME 03 IMPACT THROUGH KNOWLEDGE

Research & innovation with impact

Massey defines the problems worth solving, then translates knowledge into solutions and practice.

- Discovery is focussed where New Zealand's challenges and Massey's strengths meet.
- Research becomes solutions, enterprises and practice that improve lives.
- Massey's ideas shape policy, industry and communities, here and abroad.

OUTCOME 04 IMPACT THROUGH DELIVERY

Trusted & sustainable Massey

Financially resilient, operationally disciplined and trusted by all who rely on us.

- A financially resilient university, investing with discipline in what matters most.
- Trusted by students, staff, Council, partners and communities.
- A confident, well-governed Massey that delivers on its promises.

A full performance framework sits behind these outcomes, with progress reported regularly to Council.

People. Place. Possibility.

Grown in Aotearoa, applied to the world.

Tangata. Whenua. Pūrehuroa. Tē whakatipu i te mātauranga hei whakakaha i a Aotearoa, hei koha hoki mō te ao.

■ HE KAWA RANGITĀMIRO

PURPOSE

Connecting people, place and possibility to advance knowledge of the living systems that sustain Aotearoa and the world.

VISION

Aotearoa New Zealand's most applied, connected university, globally recognised for impact and innovation.

MISSION

Growing knowledge and capability to ensure prosperity and quality of life in Aotearoa.

We are committed to weaving Te Tiriti o Waitangi throughout all of our organisation's systems, structures and professional practice.

■ OUR STRATEGIC OUTCOMES

Future-ready learners

Capable, adaptable, employable.
Impact through people

National capability & productivity

Stronger regions, industries and workforces.
Impact through partnerships

Research & innovation with impact

Knowledge translated and applied.
Impact through knowledge

Trusted & sustainable Massey

Financially resilient and trusted.
Impact through delivery

■ OUR STRATEGIC PILLARS

Equip Learning for life and work

From degrees to lifelong capability.

Innovate Purpose-driven discovery

From research as activity to mission-led impact.

Connect Pathways to possibility

From transactional to collaborative partnerships.

Build A Massey New Zealand can trust

From fragmented activity to trusted delivery.

Scale Aotearoa expertise to the world

From local strength to global relevance.

■ ENTERPRISE ENABLERS

01 Learner journey & portfolio

02 Re-energised campuses

03 Digital, AI & data

04 Partnerships & investment

05 Brand & market growth

06 Leadership & culture

07 Smart operating model

■ OUR VALUES

We are committed to the foundation promise of our nation, to ensure the economic, social and cultural prosperity for all of our mokopuna.

Ako LIFE-LONG LEARNING

We meet learners where they are with what they need to thrive in an ever-changing world.

Hono CONNECTION

We are stronger together, amplifying impact with trusted relationships and meaningful collaborations.

Auaha FUTURE-READY

We evolve our learning, research and collaborations to meet the challenges of today and the future we imagine together.

Pae Tawhiti PURPOSE-DRIVEN

We build lasting value for Aotearoa by amplifying access to learning, knowledge and innovation.

TE TIRITI O WAITANGI

Woven into all we do

"We are committed to weaving Te Tiriti o Waitangi throughout all of our organisation's systems, structures and professional practice."



TE KUNENGA | MASSEY
KI PŪREHUROA | UNIVERSITY
UNIVERSITY OF NEW ZEALAND

Grown in Aotearoa, applied to the world.