

Massey Business School

Te Kura Whai Pakihi

Strategy 2019 - 2023





The Context for Massey Business School's Strategy

A university plays an important role in building a better society through developing and imparting knowledge, stimulating curiosity, challenging and broadening minds, and developing critical and innovative thinking. For a business school, this means trying to build a better society through enhancing the environment and capabilities for business and the professions. We believe that ethical and effective business can be a force for the betterment of society through increasing its prosperity, richness (in the broad sense of the word) and wellbeing. Those of us who choose a career in academia are in a position to make a positive difference:

- **to individuals' lives through education – enhancing their skills, broadening their horizons and challenging and inspiring them to be their best;**
- **to businesses through sharing our expertise, developing new knowledge via research and educating their workforce; and**
- **to society through our work with students and organisations and using our expertise to engage in public dialogue and shape the future of business and society.**

At Massey Business School, we aspire to build on the University's tradition of applied education and research, closely connected to industry and practice, using our expertise to shape the national agenda and prepare New Zealand to prosper in a changing world.

The social and economic context in which we attempt to achieve these aspirations is one characterised by rapid and significant changes, some of which will transform professions, sectors of the economy and society itself. Some of the more important and relevant elements of this context are:

- Demographics are changing significantly. New Zealand has an ageing population and is rapidly becoming a significantly more multicultural society. The population is growing gradually, but much more quickly in Auckland than the rest of the country. Māori, Pacific and Asian ethnic groups are growing more rapidly than New Zealanders of European descent.
- Global population growth is creating pressure and opportunity for New Zealand to use its natural and historical advantages to help feed the world, and pressure to extract more value from agriculture, while mitigating its environmental impacts. The government has set a goal of doubling primary exports to \$64B by 2025. Food security, bio-security, and food safety are increasing in importance.
- Rapid developments in IT, artificial intelligence and robotics, mean increasing automation, connectivity and big data are creating new opportunities and changing the way we live and work.
- Certain professions and skills are in high demand in New Zealand – e.g., those related to IT, health and engineering – while others are projected to decline or change dramatically because of technological advances – e.g., accounting, retail sales and technical writing.
- Significant pressure on the environment from more intense agriculture and population growth will challenge New Zealand’s “clean, green” image and its accompanying competitive advantage.
- Growth and environmental concerns means both an increasing demand for energy and increasing concerns around energy supply.
- The “Māori Economy” in post-Treaty settlement era is gaining strength and will continue to grow.

- Trade barriers/agreements, liberalisation of trade rules, and increase of bilateral trade deals will increase.
- Continuing growth of Asian economies means increasing emphasis on trade partners in the Asia Pacific and more emphasis on Asian markets by New Zealand businesses.
- New Zealand is experiencing increasing wealth and income inequality which, if unchecked, may lead to social conflict and financial instability.
- Global security concerns are arising from volatility in the Middle East and other parts of the world.
- Significant changes are happening in tertiary education globally, with increasing technologisation and globalisation.
- Financial support by governments in New Zealand and throughout much of the developed world for tertiary education are declining alongside increased scrutiny of ROI for that support, and a concomitant expectation that universities will generate more of their own funding.



- In the globally competitive education sector, university rankings are increasingly important, particularly for international students, and simultaneously more difficult to achieve given the growing wealth and number of universities worldwide and the relative decline of funding to New Zealand universities.

These trends mean that we have to prepare ourselves and our students for continuous learning in a rapidly changing world. We have to prepare students: to innovate, take initiative and solve problems; to systematically gather and rapidly synthesise information to generate workable solutions; to continuously adopt and adapt to new technologies; to work effectively with people from a wide variety of backgrounds; to be willing to lead and challenge as well as to follow and work collaboratively. To do these things means we have to stay connected to, and help our students connect with, business and the professions.





MOEMOEA (VISION):

To be a business school of consequence.

TA PAE TAWHITI (MISSION):

To be an educator that supports the wellbeing and ambition of students and staff, contributes to sustainable prosperity in Aotearoa New Zealand, and engenders impactful research of theoretical and practical significance.

NGĀ UARA (VALUES):

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| • Whai ngākau tētahi ki tētahi | Respect for all |
| • Hāngai ki te tino ao | Real-world relevance |
| • He ako noa | Learning without boundaries |
| • Mā te rangahau e arataki | Research-led thinking |

Ngā Rautaki Strategic Priorities

RESEARCH

As part of a research university, we value research excellence. In Massey Business School, we prioritise impactful research – research of the highest standard, which makes a difference in the domains in which we research. We aspire to have research published in high quality journals, to be well-cited by our academic peers, and to produce research with clear pragmatic value, that solves problems for organisations, adds constructively to public dialogue, and shapes policy and practice in New Zealand and internationally.



UNIVERSITY BIG GOAL	MASSEY BUSINESS SCHOOL MEDIUM TERM OBJECTIVES	INDICATIVE MEASURES AND ACTIVITIES
Research	<p>Enhance Research Quality</p> <p>Profile MBS Research</p> <p>Enhance Research Impact</p> <p>Build Researcher Capability</p> <p>Grow External Funding</p>	<ul style="list-style-type: none"> • Implement a Research Excellence Framework • Implement a Research Impact Framework • Improve College research metrics • Maintain the number of development opportunities provided for staff • Increase the number of staff engaged in mentoring scheme • Improve proportion of on-time PhD completions • Improve proportion of MBS staff active in PhD supervision • Increase the level of annual external research income (all sources) by MBS • Implementation of Early Career Researcher training and support programme and developing researchers generally • Use of Symplectic by faculty for recording research • Increase in the number of PhD Scholarships

LEARNING AND TEACHING

Massey Business School aspires to be an exceptional educator providing programs relevant to New Zealand and international business, while ensuring that students receive an engaging and full-filling experience that prepares them for their future in the workplace and in society. Our programs are practice oriented, providing knowledge, skills, and a platform for personal growth.

UNIVERSITY BIG GOAL	MASSEY BUSINESS SCHOOL MEDIUM TERM OBJECTIVES	INDICATIVE MEASURES AND ACTIVITIES
Learning and Teaching	<p>Enhance Digital Learning</p> <p>Strengthen Graduate Employability</p> <p>Improve Pastoral Care</p> <p>Develop Dual Degrees</p> <p>Introduce New and Expand Emergent Industry Programs</p> <p>Develop and Implement College-Wide Quality Enhancement Process</p>	<ul style="list-style-type: none"> • Achieve/maintain accreditations - EQUIS, AACSB • Improve student completion rates in all programmes • Evaluate annual MBS graduate employment survey results • Improve QS employer reputation score • Establishment and availability of practice facilities • Implement Paerangi • Implement Pacific Learner Success programme • Implement Māori Learner Success programme • Implement Learning/Quality Excellence Framework • Review and respond to outcomes of student experience survey results • Review and respond to MOST survey results



CIVIC LEADERSHIP

Massey positions itself as a university closely connected to the concerns and aspirations of New Zealanders, and therefore to the multiple stakeholders in our collective future. These stakeholders include especially our alumni and the organisations we partner with. Massey Business School aspires to have engaged stakeholders who work with us to achieve mutual goals.

We aspire to Civic Leadership for both staff and students. This means facilitating the highest ethical standards in business and the professions we support, serving the university's function as "critic and conscience" of society, and also encouraging and inspiring a strong sense of responsibility to the communities and societies of which we are a part.



UNIVERSITY BIG GOAL	MASSEY BUSINESS SCHOOL MEDIUM TERM OBJECTIVES	INDICATIVE MEASURES AND ACTIVITIES
Civic Leadership	Increase Implementation of Te Tiriti Principles	<ul style="list-style-type: none"> • Embed role of Associate Dean Māori
	Increase Regular Stakeholder Communication	<ul style="list-style-type: none"> • Increase alumni engagement • Increase the number of funded chairs
	Offer Specialist Industry Education and Training	<ul style="list-style-type: none"> • Increase the number of awards, prizes, internships and other student projects
	Facilitate Knowledge Transfer	<ul style="list-style-type: none"> • Maintain positive media mentions
	Develop Creative Ways of Partnering with Stakeholders	<ul style="list-style-type: none"> • Māori and Pacific participation and completion rates in our programmes
	Engage with our Communities	<ul style="list-style-type: none"> • Achieve positive results in PRME
	Enhance Alumni Engagement	<ul style="list-style-type: none"> • Increase leadership programme completions
	Facilitate Student Accessibility and Success	<ul style="list-style-type: none"> • Increase the number of staff and students participating as Massey University representatives in engagement and outreach initiatives
	Facilitate Scholarships Focused on Equity and Excellence	<ul style="list-style-type: none"> • Decrease our environmental footprint
	Provide Opportunities for Service Learning and Civic Engagement	<ul style="list-style-type: none"> • Engage collaboratively with Te Rangiwhenua • Enhance staff engagement activities • Engage collaboratively with Advisory Boards

ENABLING EXCELLENCE - STAFF, FINANCIAL AND BUSINESS

Massey Business School is committed to pursuing excellence through the support and development of staff, proactive financial management, and efficient and effective business processes.

We believe staff excellence is at the very core of achieving our vision and mission. We want to support staff wellbeing and aspirations and recognise that this will require engagement, transparency, equitable reward systems, effective recruitment, and targeted staff development.

Financial excellence will be realized through the expansion of diversified revenue streams, strategic re-investment of resources into key growth areas, and ensuring financial accountability at all levels.

Business excellence is about achieving the best possible outcomes using the resources at hand. It is therefore recognised to be a function of the effectiveness and efficiency of internal operational processes and structures, the value derived from engagement with the broader university community, the quality and management of external domestic and international relationships and partnerships in domestic and international settings, and constant attention to the needs of stakeholders.

UNIVERSITY BIG GOAL	MASSEY BUSINESS SCHOOL MEDIUM TERM OBJECTIVES	INDICATIVE MEASURES AND ACTIVITIES
Enabling Excellence	Engagement and Transparency	<ul style="list-style-type: none"> Review and respond to staff survey results Review and consider MBS Staff Profile Establish MBS staff manual for policies and procedures Track the number of staff taking long leave annually Create appealing MBS "shopfronts" and functional facilities on each campus Support staff promotion applications Develop and implement College and School KPIs Implement College wide workload model
	Staff Recruitment and Retention	
	Operational Efficiency and Effectiveness	
	Implement and Extend Industry and Professional Accreditations	
	Increase Offshore Experiences for Students and Staff	
Expand International On-Campus Recruitment		

UNIVERSITY BIG GOAL	MASSEY BUSINESS SCHOOL MEDIUM TERM OBJECTIVES	INDICATIVE MEASURES AND ACTIVITIES
Enabling Excellence	Expand International Offshore Activities	<ul style="list-style-type: none"> Implement effective pathways for international students Maintain the number of staff with overseas PhDs and teaching experience Increase the number of NZ students undertaking exchange programmes Increase the number of offshore study tours Review international student representation across programmes and locations Maintain the number of staff visiting an offshore university as part of university duties Facilitate inter-cultural training sessions for all staff and students. Increase student recruitment Increase domestic pathway programmes (e.g. with ITOs, PTEs, Schools) Increase Contract & Trading income Increase research income including non-government income Increase development income - foundation and donations Increase the number of programmes delivered offshore Establish 12 month rolling marketing and recruitment plan Diversify international student country of origin
	Establish and Focus on International Partnership Priorities	
	Grow Domestic Enrolments	
	Enhance Distribution of International Enrolments Across Each School and Each Campus	
	Increase Contribution from Contract & Trading	
	Increase Development Income	
Increase International Offshore Offerings		





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