



Strategic Direction

2026-2028

Te Tira Ahu Pae
Massey Students' Association

 tetiraahupae.ac.nz



From the Board

Strategic Direction 2026–2028

Te Tira Ahu Pae is the students' association for Massey University, formed in 2023 through the amalgamation of ten associations. It represents students across Auckland, Manawatū, Wellington, Distance, and offshore, delivering independent advocacy, representation, engagement, and support services under the Te Tira Ahu Pae Board.

Following early structural and governance challenges, a 2024 review and 2025 student consultation led to the redesign of the representative model and establishment of the new **Student Representative Council** (SRC).

This **Strategic Direction** outlines priorities for 2026–2028: strengthening Tiriti-led practice, implementing the SRC model, and rebuilding student trust through clear governance, consistent services, and visible accountability.

Board of Te Tira Ahu Pae

December 2025



Purpose of the Association

Centralising student voice and improving student life across all campuses and learning modes.

Our Purpose

- Represent students in University decision-making
- Deliver advocacy, wellbeing, and support services
- Gather and elevate student voice
- Support clubs and student-led initiatives
- Build community through cultural and social events

Our Values

- *Manaakitanga* – Care, respect, and hospitality
- *Whanaungatanga* – Relationships, connection, collective responsibility
- *Rangatiratanga* – Leadership, self-determination
- *Ōritetanga* – Equity, fairness
- *Kaitiakitanga* – Stewardship, guardianship

Vision

A visible, trusted, and culturally grounded students' association that represents and supports all Massey University students.





Representation & Advocacy

Strong credible student voice in all University decision-making



Increase service awareness and use ensuring services are accessible

Promote student wellbeing services and increase use

Involve more students in board and committee decisions at Massey University

Provide regular opportunities for attendance and participation in events, surveys, and community-building opportunities



Organisational Sustainability



Maintain a stable, skilled operational team to ensure consistent service delivery, institutional knowledge retention, and long-term organisational sustainability.



Strengthen governance oversight, risk management, and strategic decision-making



Diversify and secure sustainable funding streams



Maintain a capable operational team to ensure service continuity and performance



Invest in systems, processes, and financial discipline to protect long-term viability





Organisational Accountability

Organisational accountability ensures transparent stewardship, protects sustainability, and demonstrates measurable impact to students and stakeholders.



Define clear roles, delegations, and decision-making authority across governance and operations

Embed transparent reporting on performance, finances, and strategic outcomes

Monitor risk, compliance, and policy adherence through structured oversight

Measure impact and hold leadership accountable for delivering agreed priorities



Safety & Equity

Safety and equity ensure all students can participate, access support, and succeed in an environment free from harm, discrimination, and systemic barriers.



Champion and reflect the cultural diversity of the student population in representation, services, and events

Embed Te Tiriti o Waitangi in governance, operations, and partnerships, including strong collaboration with the new Maori Students' Association

Proactively engage underrepresented and marginalised communities to remove barriers and strengthen inclusion

Provide safe, accessible, and welcoming physical and digital spaces for all students

Ngā mihi



TE TIRA AHU PAE
HEI HĀPAI WHAKAMANA

Massey Students' Association