



5 YEAR STRATEGIC PLAN | MAHERE RAUTAKI 5 TAU

VISION

A world where diseases are prevented, treated and cured through harnessing the power of the immune system.

MISSION

Our cutting-edge research leads to better, safer treatments for all.

VALUES

**Kia māia** | bold, courageous, ambitious.  
**Mātaihia** | investigating, seeking excellence.  
**Manaakitia** | nurturing, collaboration, generosity and respect.  
**Āwhinatia** | dedicated to benefiting others and improving global health.

Too many of our loved ones are dying from diseases we don't know enough about. But we do know the immune system holds the key to prevention, treatment and cures. Over the next five years, we will focus on achieving excellence in three core pillars of activity – our science, our people and our partnerships – in order to harness the power of the immune system and save lives.

2024: INITIATION

\$30M annual revenue, independent, biomedical research institute.

2026: ADAPTATION

New programmes developed and performing; building towards increased investment.

2028: INTEGRATION

Progress on all initiatives; reputation, capability and financial returns from trials/partnerships.

2025: IMPLEMENTATION

Strategy implementation; progress on existing activities; future workplan development.

2027: CONSOLIDATION

Increased government and philanthropic funding secured; clinical trial/s completed.

2030: CULMINATION

A strengthened research institute, \$50M annual revenue, delivering leading treatments for immune disorders. Increased financial stability and commercial partnerships; a productive R&D pipeline; increased reach and impact.

WORLD-CLASS TRANSFORMATIVE SCIENCE

We are internationally recognised for our expertise and track record in **immunology**, with a focus on cancer, infectious disease, allergy and inflammation. Our fundamental research **transforms** our understanding of the immune system's role in **disease prevention and treatment** and provides a pipeline of development opportunities. Our pre-clinical and clinical research innovates and delivers **leading-edge** treatments to New Zealanders through clinical trials. We are early adopters of new technology enabling boundary-pushing science.

Priority actions

Prioritise our science to strengthen both fundamental and translational R&D pipelines.

Grow ambition for excellence so that each programme works to its highest potential.

Develop and implement commercialisation best practice.

Maintain and grow leading-edge technologies to enable research excellence.

Outcomes

Increased international reputation and credibility for our scientists and for the institute through ground-breaking discoveries; recognised ability to develop safe and effective therapeutics; collaborations and partnerships that increase the quality and impact of our research; pipelines that deliver a stream of high-quality projects; commercialisation potential assessed early and grown through partnerships.

A CULTURE OF EXCELLENCE

We **attract** diverse and world-class **talent**. We proactively support the **development of our staff** through education, training and new opportunities. We identify and recruit top talent that increases our long-term impact. We tell our story well to build awareness, respect and trust for the Malaghan Institute and the quality and impact of our research and expertise, locally and internationally.

Priority actions

Review, update and implement talent attraction and development plans.

Attract key talent that align with our planned priority areas and grow our reputation and capability.

Refine systems and processes to ensure institutional efficiencies and insights and financial responsiveness.

Lift the communications capability of staff to support their development and increase understanding of our research and its impact.

Outcomes

Happy, productive, diverse staff; low-staff turnover; bespoke development pathways and programmes; increased capability for delivering to our vision. An inherent pride across the institute in contributing to our mission on all levels.

PARTNERSHIPS THAT DELIVER IMPACT

We cultivate and grow relationships that increase research and clinical **impact, secure funding, enhance our reputation and make a difference for New Zealand**. We grow our partnerships across **government, philanthropic and commercial** spheres. We engage with our communities as a trusted and expert voice for science and as a charity owned by New Zealand for the benefit of all.

Priority actions

Secure increased institutional funding from government.

Increase funding from philanthropic and commercial sources.

Develop and implement plans to enhance long-term investment options

Develop new partnerships for more impactful research, clinical trials and commercialisation, including spin-outs.

Enhance our Māori alliances to address health inequity.

Outcomes

Increased financial sustainability, evidenced by diversification of funding streams; increased annual income across grants, philanthropy and commercial spheres; investment mechanisms that provide additional funds to the institute; commercial returns from spin-out companies and partnering; partnerships that build reputation, enable new approaches and increase our reach.

ENABLERS

We maintain fit for purpose **facilities and scientific infrastructure** that drive cutting-edge scientific discoveries, efficiency and professionalism across the institute. We provide a **culture and environment** where people thrive and where excellence is the norm. Our **communication and outreach** reflects our culture and purpose, raises our profile and builds understanding and trust with patients, partners and the community.