



TE MAHERE RAUTAKI O TE RAUPAPA

WAIKATO MANAGEMENT SCHOOL STRATEGIC PLAN



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

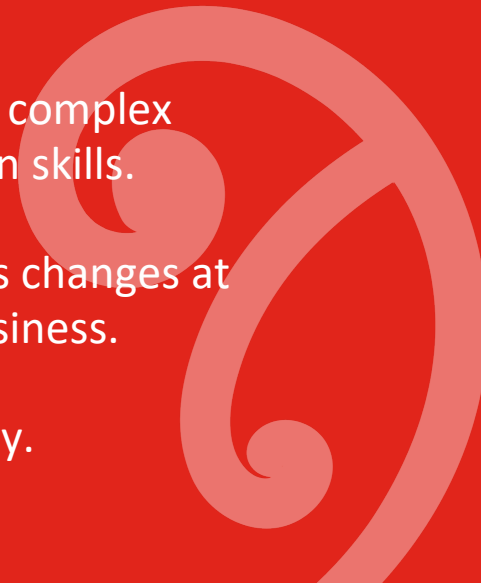
**WAIKATO
MANAGEMENT SCHOOL**
TE RAUPAPA

“The world is changing.
Issues are complex, interlinked and urgent.
The disruptions we’re facing bring both risk and
opportunity.”

Businesses and organisations need people who can solve complex problems with technical expertise, creativity and human skills.

New thinking and novel solutions will be required to address changes at every level – from climate change to technology to business.

In the face of this change, we all have a role to play.



Ko wai mātou | Who we are

A community of staff, students & stakeholders who care deeply about the positive impact a world-class education and world-class research have on Aotearoa New Zealand and the world.

Deeply connected to our home, we are also an international community focused on globally important issues.

**Pūtake ana i Aotearoa me
te ao Māori**

*Grounded in Aotearoa New
Zealand & te ao Māori*



**Kirirarau huriao, he whakaaro
ao whānui i ā mātou mahi katoa**

*Global citizens, thinking globally
in all we do*

Our context is full of challenges and opportunity

The world is facing environmental, social and business upheaval.

Business and management schools must focus on creating value – commercially, socially, environmentally.

Te ao Māori worldviews are a powerful framework for this.

No single discipline has the answers

Businesses and organisations are crying out for people with cross functional skills – commercial + human + digital + analytical + technical.

The greatest value will be created with combinations at the edge.

Character is key to success and impact

Most students join a university to advance their career. Employers hire on character as much (or more) than expertise, but many universities do little to develop it.

Character can't be taught, but it is forged in experiences.

These are the key strategic choices we're making

1

As a management school we care about having an impact across multiple domains – **commercial, social, environmental**.

2

Our foundation is and will remain academic excellence. We will continue our upward trajectory with world-changing research and exceptional teaching, primarily through attracting excellent staff, and supporting them with a great culture that aims high.

3

We will **differentiate by being leaders and innovators in experiences** that build character, to amplify the impact of our students in business and wider society.

4

We will ensure that regardless of discipline, all WMS **students grow their technology skills and people skills**, to prepare them for a world driven by tech & human.

5

We will ground our organisation in **te ao Māori** and in our region, **and be global** in our outlook.

6

We will invest resources in **stakeholder engagement and in execution** to amplify the impact of WMS.

Te Koronga | Our purpose



**We empower people to grow
thriving businesses, a thriving society, and a thriving world**

Our role is to empower the person – be they a student, a staff member, or one of our local and global community – so they can make a positive impact on all three domains.

We do this through growing knowledge, capability and character.



Pakihi tōnui | Thriving business

Porihanga tōnui | Thriving society

Ao tōnui | Thriving world



Ngā Ara Rautaki | Our strategic paths



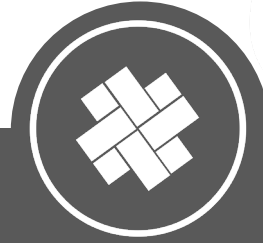
WORLD LEADING EXPERTISE

in growing knowledge to
create a thriving world



REAL WORLD EXPERIENCES

that supercharge
careers and impact



DEEP CONNECTIONS

with business and society
that amplify our impact



GREAT PEOPLE DOING GREAT THINGS



Tohungatanga ā-ao | World Leading Expertise

TE ARONGA | OUR FOCUS

- World Class Research
- World Class Teaching

KO TĀ MĀTOU HE | WE WILL

- Attract, retain and develop **great staff to deliver and support excellent research**
- Design and deliver **high quality teaching** and learning experiences to meet the evolving needs of business and society
- **Innovate our resourcing model** to grow capacity in both research and teaching





Wheako ā-ao tūturu | Real World Experiences



TE ARONGA | OUR FOCUS

- Experiential learning to build capability and character
- Connecting our academic learning with the world of practice

KO TĀ MĀTOU HE | WE WILL

- Evolve our programmes to emphasise **real world cases, projects and collaboration** including connections to **te ao Māori**
- Ensure all programmes are building the **skills to succeed in a digital world**
- **Launch new experiences** to empower students' growth
- Develop and grow **cross functional programmes**, partnering across the university



Whai whanaungatanga motuhenga | Deep connections

TE ARONGA | OUR FOCUS

- Creating stronger connections with stakeholders
- Building the WMS brand & recruitment
- Growing our international connections

KO TĀ MĀTOU HE | WE WILL

- Invest in our **engagement resources** and activities, to **strengthen links with business and society**
- Drive **international student recruitment** and grow our **international partnerships**
- Invest in building our **alumni connections**
- Drive **innovative student recruitment**
- Pilot and grow **executive education** programmes





Ko te Hira Tangata | Great People



TE ARONGA | OUR FOCUS

- Developing a culture of high performance and engagement
- Improving our management systems to drive innovation and delivery

KO TĀ MĀTOU HE | WE WILL

- **Support and develop our people** to grow their careers and impact
- Invest in our **physical space** to create an environment that is great to work in, and builds connection and community
- Refresh our **technology and systems**, and constantly enhance our **digital skills**
- Develop a management system, that includes **clear goals** and measures, to support **continuous improvement**
- Grow Māori staff numbers and all **staff capability in mātauranga Māori**





We empower people to grow thriving businesses, a thriving society, and a thriving world



WORLD LEADING EXPERTISE
in growing knowledge to create a thriving world



REAL WORLD EXPERIENCES
that supercharge careers and impact



DEEP CONNECTIONS
with business and society that amplify our impact



GREAT PEOPLE DOING GREAT THINGS

Pūtake ana i Aotearoa me te ao Māori
Grounded in Aotearoa New Zealand and te ao Māori



Kirirarau huriao, he whakaaro ao whānui i ā mātou mahi katoa
Global citizens, thinking globally in all we do