

# Waikato Management School

## Strategic Plan 2017— 2022

### Vision

Waikato Management School will be an internationally respected business school as evident in the quality and impact of its activities.

### Mission

Waikato Management School will address the big challenges facing business and society in New Zealand and internationally by:

- producing, disseminating and translating relevant and high-quality research;
- facilitating locally and internationally relevant management learning;
- engaging with and having impact in business, industry and government; and
- enabling staff to make a difference.

### Strategic Areas of Expertise

The Waikato Management School will build its international scholarly reputation through investing initially in two areas: (1) Leading through Innovation, and (2) Responsible Management.

Both areas build on established capability within WMS. They emerge from the excellence of our research that informs our programs, impacts business, and is inspired by both theory and practice. Each area will cover the full spectrum of academic activities, including knowledge generation and dissemination, academic and professional programs, and outreach and community connections.

- **Leading through Innovation:** WMS will be known for advancing knowledge in the management of innovation and entrepreneurial practice, for developing leaders with a passion and expertise in leading innovation, and for enabling individuals and organisations to succeed through the power of innovation.

A distinctive presence being built in the Tauranga/Bay of Plenty region, will assist WMS in further leveraging its expertise in the management of innovation and entrepreneurial practice in New Zealand and internationally, particularly in emerging export oriented industries, agri technology, marine systems.

- **Responsible Management:** WMS will be known internationally for advancing knowledge that supports responsible management of organisations and models the economic effects of environmental and social policies. It will be known for enabling individuals and organisations to improve the environmental, social and economic impacts of their actions.

Leveraging its current expertise in these areas and its historical attention given to these areas, WMS will undertake a number of initiatives –in areas

of agribusiness, freshwater, lakes and river management –to have impact on the responsible management of organisations and the development of responsible employment practices in NZ.

Through these strategic areas of expertise, WMS will develop a sense that it is ‘on the move’ in both areas. We will strive to be widely identified as the No.1 international business school in New Zealand, making significant scholarly contributions and having a significant impact on practice in those areas.

WMS is well known internationally in a number of other areas, including for example Tourism Management. WMS will continue to invest and build on its reputation in those areas. WMS will also strive to develop new areas of expertise through strategic hiring and cross-Faculty initiatives in areas such as Business Analytics, Leadership Health & Sport Management

### **Realizing the Vision**

This strategic vision for WMS will have an impact only if sufficiently developed to guide consistent decision making among academic and administrative staff. In particular, WMS will stress the realization of its vision through decisions and initiatives in the following four key areas of focus:

1. Colleagues who make their mark
2. Teaching & learning programs that make a difference
3. Community/regional engagement
4. Excellence in business practice

#### **1. Colleagues who make their mark**

Waikato Management School believes that you can be a successful institution only by helping its people become successful. WMS will invest in developing the skills and competencies of its people and create opportunities for its members to succeed and excel in their endeavours.

WMS will strive to attract, foster and retain remarkable academic and professional staff who actively contribute to achieving our vision. In particular, WMS expects its people to contribute to strengthening our international reputation for innovative and engaged teaching, for committed research active scholars who bring their expertise to the classroom and for our research that co-creates value with students, partners and communities. WMS staff will be distinguished by their willingness to change the status quo when required, take on new challenges and provide inspirational leadership.

Our WMS colleagues deserve a rich and rewarding work experience and WMS will strive to create a culture of success and achievement for its people.

WMS will undertake a number of initiatives with the objective of ensuring that it is a **leader** in attracting and retaining outstanding academic and professional

colleagues. WMS will actively support colleagues who are seeking to make their mark as scholars and innovators; who will actively contribute to our reputation for excellence and innovation in teaching and research.

WMS will judge the success of its initiatives in this area by measuring its progress on staff satisfaction scores (e.g. Pulse Survey), brand perception scores, national and international reputational indicators (accreditation, rankings, and media metrics), community engagement, retention rates, and the gender and cultural diversity of its staff. The success of individual colleagues will be judged by their achievements on measures such as PBRF scores, number of A\* and A publications in ABDC ranked journals, number of research grants, research income, citations, membership on editorial boards of top international journals, invited talks, media appearances and PhD student completions.

Initiatives underway are listed below while others will be developed in consultation with WMS leadership.

*Initiative 1: Provide opportunities to every WMS academic to actively enhance research productivity and quality of research outputs.*

*Initiative 2: Define the requirements of the WMS workforce of the future, retain and attract staff that are capable of delivering in its strategic areas of expertise and on its key success indicators.*

*Initiative 3: Invest in staff development to encourage and reward innovative approaches to teaching and research environment that delivers high quality scholarly work.*

*Initiative 4: Develop strong and transparent promotion tracks to develop opportunities for academic and general staff to grow in their career*

## **2. Teaching & learning programs that make a difference**

Teaching and learning at WMS must be a meaningful and challenging experience designed to provide students with skills to succeed in complex, competitive and culturally diverse international settings. These experiences will be provided within a unique Waikato experience that draws heavily on our strategic areas of expertise and WMS' unique geographical and cultural setting.

WMS will undertake a number of initiatives with the objective of ensuring that WMS is a **first choice destination** for students in our domestic and international target markets. We will differentiate our curriculum from our competitors in a number of ways, for instance, by focusing on developing students' skills and capabilities to grapple effectively with current problems and issues facing organisations and by drawing upon integrative academic frameworks (e.g. dynamic capabilities) to enable students to link theory to practice.

WMS will judge the success of its initiatives in this area by measuring its progress on national and international rankings, net revenue, graduate salaries, community engagement, internships completed, and student teaching evaluations.

Initiatives under way are listed below, while others will be developed in consultation with WMS' leadership.

*Initiative 1: Focus on a distinctive Waikato undergraduate experience for all undergraduate students that combines core disciplinary knowledge with work related skills.*

*Initiative 2: Develop the BMS into a distinctively different four-year degree that targets high performing students in NZ.*

*Initiative 3: Strategically revise MBA curriculum; shift the focus from discipline-based curricula to equip students for the disruptive challenges, emerging opportunities and messy problems facing business.*

*Initiative 4: Ensure that the MBM program meets the expectations of our international target markets.*

*Initiative 5: Increase award and non-award short course programs and professional masters programs.*

### **3. Community Engagement**

Waikato Management School plays a critical and constructive role in our local, regional, national, and global communities. As a leading NZ business school, our faculty, staff, and students are tasked with using our resources to serve and engage in the world around us.

The Waikato community consists of businesses, not-for-profits, and our alumni. Many stakeholders argue for greater engagement across all groups, defining engagement as both “outside-in” (bringing groups to WMS) and “inside-out” (bringing WMS to these groups). While some of these initiatives enhance global reputation, we recognize that some actions are consistent with mission outside of these benefits.

WMS will undertake a number of national and international initiatives with the objective of **connecting** WMS students and faculty with our targeted communities (local businesses, not-for-profits, and alumni).

WMS will judge the success of its initiatives in this area by attendance at events, student participation in targeted communities, referrals to graduate programs, faculty and staff board membership, faculty professional designations, media citations, donations, philanthropy, campaigns and sponsorships.

Initiatives under way are listed below, while others will be developed in consultation with WMS leadership.

*Initiative 1: Provide opportunities for our current students to learn, lead, and serve within our targeted communities.*

*Initiative 2: Pursue alumni and stakeholder partnerships that increase our reputation in the area and enhance global reputation.*

*Initiative 3: Ensure students from under-represented backgrounds are supported to study, graduate and succeed.*

#### **4. Excellence in business practice**

The business school's operations should reinforce the WMS mission and support our goals to be a first choice destination for our target markets. The small size of WMS can be an advantage provided we respond nimbly to opportunities in our external environment. Investment in our workforce and our physical and digital environments will ensure we are equipped to meet future challenges.

WMS will undertake a number of initiatives with the objective of ensuring that WMS operations are both efficient and responsive to student and staff needs.

This is an “**enabling**” objective that makes attaining our other goals easier. While each semester WMS faculty endeavour to teach to our students' cutting edge business practices, at times the school fails to implement these same methods in our own operations. Further, we need inculcate a strong project management discipline into WMS and identify key metrics (i.e. evidence) for judging and encouraging innovation in the way we service students.

While it is not easy to judge the success of initiatives in this area, greater attention must go into identifying ways to provide evidence of innovation and satisfaction with business practices in servicing staff and students.

Initiatives under way are listed below, others will be developed in consultation with WMS leadership.

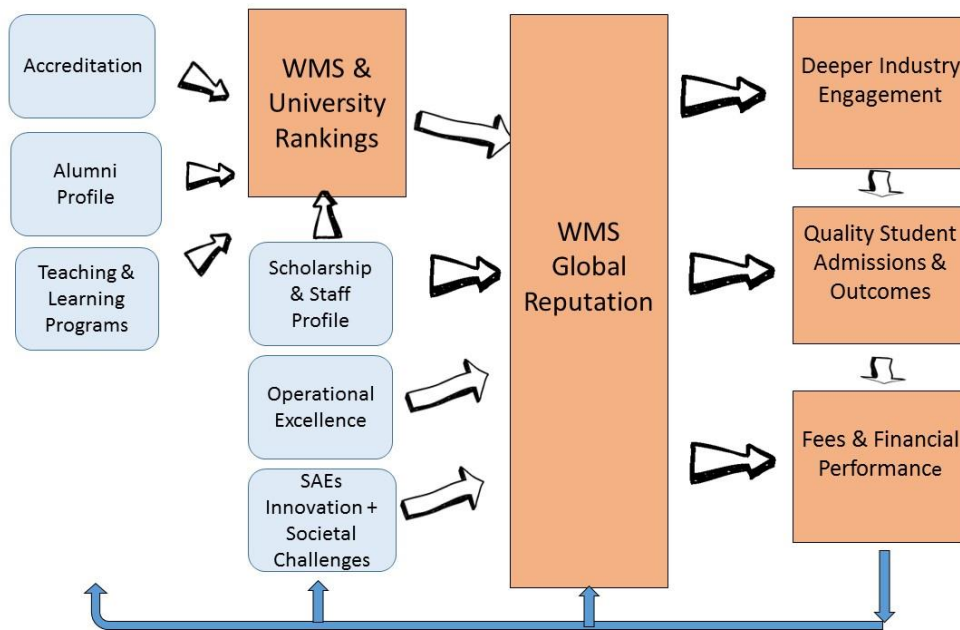
*Initiative 1: Ensure that principles espoused by accreditation agencies are embedded in Faculty.*

*Initiative 2: Establish two School model that lends itself well to innovation and cross-functional teams in both the classroom and in research collaborations.*

*Initiative 3: Target growth and diversification of our income base and reduce the reliance on government income sources and specific international Universities.*

Figure 1 below encapsulates the thinking that underpins this document. It highlights the need to systematically manage the various indicators that influence

rankings and global reputation. These metrics have a significant bearing on student admission standards, industry engagement and financial performance.



**Figure 1 - WMS Areas of Focus: Relationships between Initiatives and Outcomes**

**Appendix A:** Below is an example action plan that will be the responsibility of the Strategic Management committee (and new HoS) to complete. Timelines are given in academic years (starting in 2017) along with specific actions and measures. To measure progress a rolling 100-day review of milestones will be undertaken.

**Objective 2: Teaching & learning programs that make a difference.**

*Initiative 1: Focus on a distinctive Waikato undergraduate experience for all undergraduate students that combines core disciplinary knowledge with work related skills.*

<i>Action #</i>	<i>Actions</i>	<i>Timeline</i>	<i>Responsible Party</i>	<i>Funding</i>	<i>Metrics</i>	<i>Current Status/Milestones</i>
1	Incorporate alumni problems and presentations into xx% of papers	1-2 yrs				
2	Expand and support modern teaching methods (e.g., blended learning, flipped classrooms) in xx% of papers	1-2 yrs				
3	Work with WIL staff to create new opportunities for recruitment of our students	1-2 yrs				
4	Ensure students graduate with the necessary skills and business acumen to engage with business and their communities.	2-3 yrs				

*Initiative 2: Develop the BMS into a distinctively different four-year degree that targets high performing students in NZ.*

<i>Action #</i>	<i>Actions</i>	<i>Timeline</i>	<i>Responsible Party</i>	<i>Funding</i>	<i>Metrics</i>	<i>Current Status/Milestones</i>
1	Pursue interdisciplinary opportunities (e.g. work with emerging technologies) to develop student skills in entrepreneurial practice	1-2 yrs				

2	Develop productive networks with international alumni, management schools, businesses, and professional groups to increase outbound student mobility	2-3 yrs				
3	Develop globally savvy students and lead New Zealand in terms of outbound international mobility.	2-3 yrs				
4	Develop initiatives that address the big issues facing the social and commercial enterprises in the world.	4-5 yrs				

**Objective 3: .....**

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