

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.



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 and the world.

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

**Grounded in Aotearoa
New Zealand & te ao Māori**



**Global citizens,
thinking globally in all we do**

Our context is full of challenges & opportunity

The world is facing environmental, social and business upheaval.

Business & 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.

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 & global community – so they can make a positive impact on all three domains.

We do this through growing knowledge, capability and character.



Thriving **business**

Thriving **society**

Thriving **world**

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

World leading expertise



OUR FOCUS

- World class research
- World class teaching

WE WILL

- Attract, retain and support **great researchers and teachers**
- **Innovate our resourcing model** to grow capacity in both research & teaching
- Support our students and deliver our purpose with **exceptional professional staff** who constantly seek to raise the bar
- **Partner with other world-leading universities**
- Design high **quality online teaching** experiences for both students and staff
- Grow Māori staff numbers & all staff capability in **mātauranga Māori**





Real world experiences

OUR FOCUS

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

WE WILL

- Design programmes to emphasize **real world cases and projects**, and collaborating to implement real world solutions
- Refresh & grow our **Work Integrated Learning** programme
- **Launch new experiences** to empower students' growth including connections to te ao Māori for all
- Develop and grow **cross functional programmes**, partnering across the university and with international partners
- Host events that give students **memorable and impactful experiences** that connect and inspire
- Ensure all programmes are building the **skills to succeed in a digital world**

Deep connections



OUR FOCUS

- Creating stronger connections with **stakeholders & alumni**
- Building the **WMS brand & recruitment**
- Growing our **international partnerships & recruitment**
- Growing **executive education**

WE WILL

- Establish **relationship management** capability and systems to strengthen links with business, society & stakeholders including local and regional iwi
- Re-set **international plan** including partnerships with other world leading universities and off-shore recruitment
- Invest in building our **alumni connections**
- Invest in the **WMS brand & PR** to grow our presence
- Drive **innovative student recruitment**
- Pilot & grow **executive education** programmes





Great People

OUR FOCUS

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

WE WILL

- Set **clear goals and measures** and communicate our progress simply
- Grow our use of **data and insights** including feedback loops for student experience
- 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 upskill our own digital skills
- Develop **continuous improvement** and clear management systems to lift our performance and impact

Plan on a page



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