WAIKATO MANAGEMENT SCHOOL
STRATEGIC PLAN
TE MAHERE RAUTAKI O
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.
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.

Grounded in Aotearoa New Zealand & te ao Māori

Global citizens, thinking globally in all we do

Pūtake ana i Aotearoa me te ao Māori

Kirirarau huriao, he whakaaro ao whānui i ā mātou mahi katoa
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.
Our Purpose | Te Koronga

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 | Pakihi tōnui
Thriving society | Porihanga tōnui
Thriving world | Ao tōnui
Our strategic paths | Ngā Ara Rautaki

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
OUR FOCUS | TE ARONGA

• World class research
• World class teaching

WE WILL | KO TĀ MĀTOU HE

• 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
OUR FOCUS | TE ARONGA

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

WE WILL | KO TĀ MĀTOU HE

• 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 | Whai whanaungatanga motuhenga

OUR FOCUS | TE ARONGA

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

WE WILL | KO TĀ MĀTOU HE

- Establish relationship management capability and systems to strengthen links with business, society & stakeholders including local and regional iwi
- Re-set international plan including our global brand, 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 | Ko te Hira Tangata

OUR FOCUS | TE ARONGA

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

WE WILL | KO TĀ MĀTOU HE

• Attract, retain and develop great people
• 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
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