

WAIKATO MANAGEMENT SCHOOL STRATEGIC PLAN TE MAHERE RAUTAKI O TE RAUPAPA



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 | Ko wai mātou

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

Pūtake ana i Aotearoa me te ao Māori



Global citizens, thinking globally in all we do

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

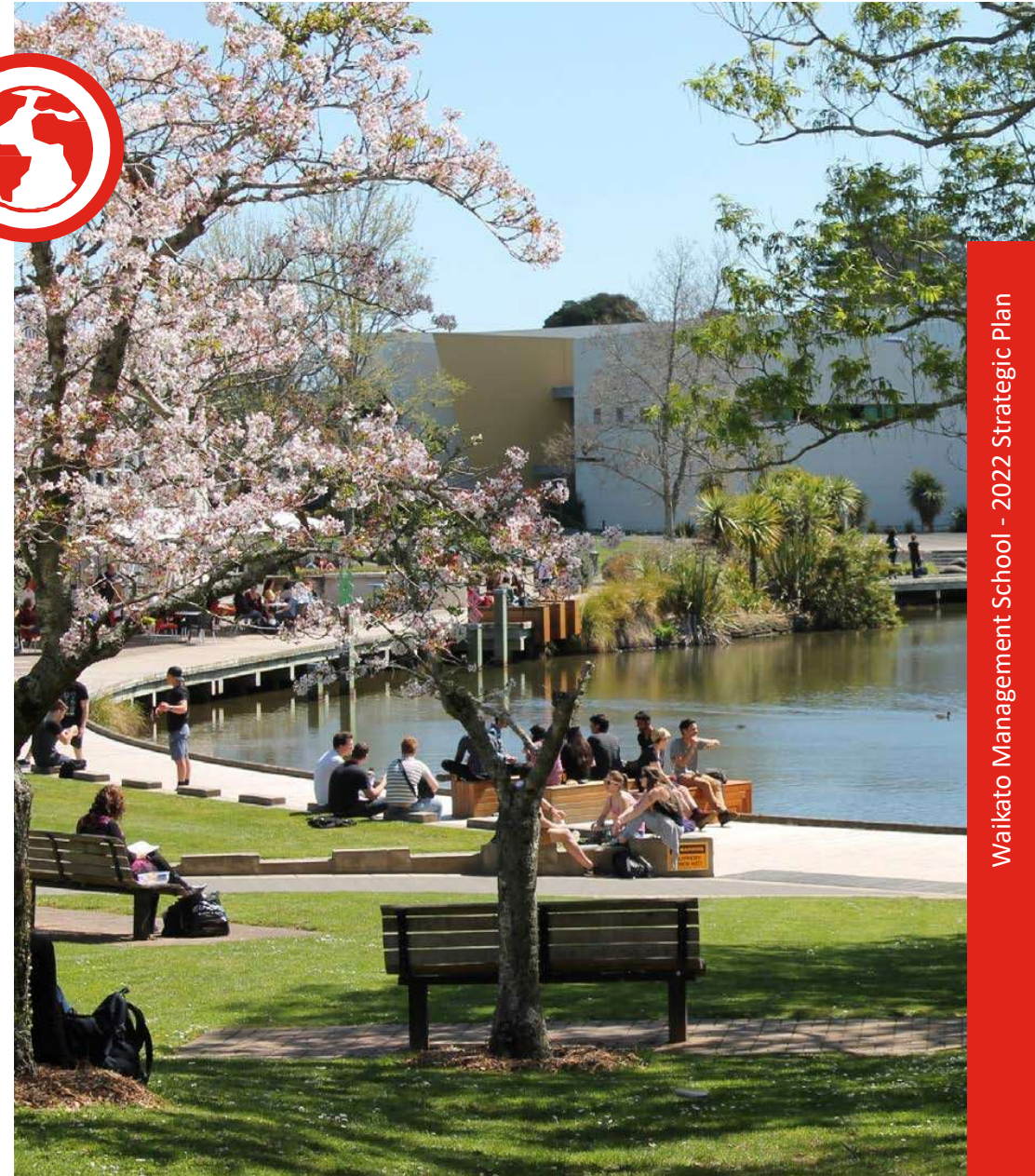


OUR FOCUS | TE ARONGA

- 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**





Real world experiences | Wheako ā-ao tūturu

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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