

# UNIVERSITY OF WAIKATO STRATEGY 2017 – 2021



THE UNIVERSITY OF  
**WAIKATO**  
*Te Whare Wānanga o Waikato*

# MISSION

To combine the creation of new knowledge through research, scholarship and creative works with the dissemination of knowledge through teaching, publication and performance, for the benefit of society.

# VISION

The University of Waikato is committed to academic excellence. It embraces its heritage and takes pride in contemporary New Zealand culture, our commitment to biculturalism, our modern multicultural society, and the sustainability of our environment, economy and society. The practical application of the University motto, Ko Te Tangata, is demonstrated by academically challenging programmes that reflect the interests of students and the needs of the employers and communities with which we are engaged. Our students are challenged and inspired to fulfil their potential and to make their mark on the national and international stage.

The research and teaching programmes of the University of Waikato reflect its historical

and geographical location in the heartland of New Zealand through experience of conflict, reconciliation and co-operation, formation of political movements, interpretation of the Treaty of Waitangi and the law, and creation of an environment in which tikanga Māori, te reo Māori and mana Māori are preserved and promoted. The University of Waikato complements this historical and cultural grounding by demonstrating adaptability, flexibility and future-focus in its programmes, including in health and sport, applications of digital technology, innovation in the agricultural, manufacturing and engineering sectors of the economy and in the study of environmental issues. In all of these defining areas, the University will demonstrate national research leadership and international standing.

# STRATEGIC GOALS

In order to deliver our Mission and Vision the University of Waikato will focus its activities around six strategic goals:

1. An organisational culture focused on high performance
2. Teaching and research programmes distinguished by academic excellence and relevance
3. A comprehensive programme of community engagement
4. Improved operational efficiency and facilities
5. A distinctive university of Waikato student experience
6. Investment in growth



# GOAL 1

## AN ORGANISATIONAL CULTURE FOCUSED ON HIGH PERFORMANCE

All staff of the University are engaged, connected, generate high-quality outputs, and place the long-term success of the University at the heart of everything they do.

## WHAT WILL WE DO TO ACHIEVE THIS GOAL?

- Invest in organisational development initiatives that will:
  - create an organisational culture focused on aspiration, institutional advancement, service excellence and institutional loyalty
  - create positive staff engagement with innovation and change
  - improve the employment experience and the level of employee engagement across the University.
- Ensure that all new academic and general staff appointed demonstrate a commitment to the University strategy and to an organisational culture of innovation and excellence, bring new ideas and perspectives, and exhibit the potential for leadership in a university environment.
- Provide clear career pathways and opportunities that will attract and retain the highest performing academic and general staff. Review organisational approaches to:
  - the grading and remuneration of individual roles
  - the creation of roles that provide opportunities for advancement and leadership development.
- Increase the diversity of the University staff profile by:
  - establishing a practical programme to ensure that the University increases the proportion of its academic staff who are Māori or Pasifika through the creation of pathways to academic careers
  - increasing the number of women in a range of senior academic and leadership roles, with the aspiration of continuing to lead New Zealand universities in gender balance in senior positions.
- Ensure that all staff engage with, and contribute to, kaupapa, tikanga, reo and Mātauranga Māori as an essential part of their work at the University. Develop short courses that provide a larger group of staff with the opportunity to improve their understanding and practice of te reo Māori and tikanga Māori.
- Develop academic and strategic initiatives that effectively project the University of Waikato as a visible national leader in te reo Māori, tikanga Māori and Mātauranga Māori.

## HOW WILL WE KNOW WE ARE MAKING PROGRESS AGAINST THIS GOAL?

- Improvement in relevant metrics of staff engagement with, and support for, the University strategy.
- Increased proportion of academic staff who are Māori or Pasifika, and increased numbers of women in senior academic and leadership roles.
- Increased numbers of staff undertaking short courses to improve their understanding and practice of Te Reo and Tikanga Māori.



# GOAL 2

## TEACHING AND RESEARCH PROGRAMMES DISTINGUISHED BY ACADEMIC EXCELLENCE AND RELEVANCE

The University provides academic programmes that are relevant, in demand, have practical application, provide benefit to the community and nation and are underpinned by research that meets international standards of excellence and demonstrates national research leadership.

## WHAT WILL WE DO TO ACHIEVE THIS GOAL?

- Ensure a culture of research excellence is embedded in every University programme. Invest in identified areas of national leadership and international recognition which combine high quality and innovative teaching and research programmes and are connected with similar programmes at international partner universities.
- Offer fewer but higher quality, future-focused and relevant programmes and papers to create the capability to invest in innovative new programmes that will be the first choice for students across New Zealand.
- Invest in enhanced support of teaching development to ensure direct engagement by all staff with quality teaching, student feedback on teaching, and adoption of best practice models of pedagogy in each discipline. Make the University of Waikato a national leader in innovative applications of digital technology in teaching by:
  - ensuring all programmes utilise an innovative approach to learning and teaching that is enhanced by the use of technology
  - establishing at least one research centre combining expertise in machine learning, digital content and e-education
  - having a full digital and online occurrence available for one 100 level course in each programme at the University of Waikato.
- Substantially improve research quality and impact across the University as measured by articles in refereed international journals, monographs with academic publishers, competitive research grants won, and domestic and international university rankings.
- Support academic staff in to develop aspirational research plans that create a pathway to distinction in research performance.
- Provide increased funding to support research development, including through research grants, and management of teaching loads consistent with performance as a research intensive university.
- Increase the number of PhD students supported through an increase in funding for PhD scholarships. Increase opportunities for postgraduate students to engage in teaching support.

## HOW WILL WE KNOW WE ARE MAKING PROGRESS AGAINST THIS GOAL?

- Improved performance in PBRF and in Marsden Grants.
- Improved performance in THE and QS world university rankings.
- Areas of national leadership clearly defined.
- Funding to support research development increases over time.
- Improved student feedback on teaching, and increased numbers of staff engaging with professional teaching development opportunities.
- Research plans developed and regularly reviewed by all faculties.
- Increased numbers of PhD students.



# GOAL 3

## A COMPREHENSIVE PROGRAMME OF COMMUNITY ENGAGEMENT

The University of Waikato is recognised nationally for its leadership in external engagement, including the practical implementation of the partnership between the University and Māori.

## WHAT WILL WE DO TO ACHIEVE THIS GOAL?

- Expand regional engagement programmes in the Waikato and Bay of Plenty regions.
- Enhance research relevance to assist regional and national agencies, iwi and the community to solve critical economic, social and environmental problems.
- Build more tangible teaching, research and strategic relationships with iwi and Māori communities, particularly with the Māori King, Waikato Tainui and the other iwi of the Kīngitanga, and the iwi represented on Te Rōpū Manukura.
- Make a substantial contribution to improving health outcomes, wellbeing and equity in the communities of the central North Island and of Māori.
- Implement Customer Relations Management (CRM) strategies across the University to ensure a greater level of co-ordination and engagement with external stakeholders, and ensure all major employers and community organisations in the Waikato and Bay of Plenty have tangible engagement with the University.

## HOW WILL WE KNOW WE ARE MAKING PROGRESS AGAINST THIS GOAL?

- Improved results over time against a stakeholder survey designed to determine engagement.
- Increased numbers and effectiveness of initiatives in place to improve access and outcomes for under-represented groups.
- Increased number of formal relationships in place with iwi and Māori communities and increased outcomes from these relationships.



# GOAL 4

## IMPROVED OPERATIONAL EFFICIENCY AND FACILITIES

The University is operating with a high degree of efficiency to provide scope for investment that will enable future growth and create vibrant campuses in Hamilton and Tauranga.

## WHAT WILL WE DO TO ACHIEVE THIS GOAL?

- Increase the University surplus from teaching and research to provide a greater capacity to invest in new academic initiatives, new facilities, and scholarships that support access to the University, undergraduate excellence and postgraduate research.
- Set each faculty's operating targets in terms of student:staff ratios, teaching loads and external research income, consistent with sustainability at current and future potential funding levels, and establish clear timeframes for when those targets must be met.
- Provide increased funding to support research development, including through research grants, and limitation of teaching loads consistent with performance as a research-intensive university.
- Prepare a new Campus Development Plan for the Hillcrest Campus consistent with planned new projects to consolidate and re-organise space use on the campus, including creating a visible and central location for student learning support.
- Implement key capital infrastructure projects, including a new Marae and student hub complex, the Tauranga campus and additional student accommodation.
- Withdraw from external building leases to focus operations on owned facilities.
- Make our campuses exemplars of good environmental practice.
- Implement a new student administration system and use this system to improve service delivery to students and reduce administration costs by re-engineering administration processes.
- Seek philanthropic support for major new initiatives and facilities, as well as to support the recruitment of leading academics and the provision of student scholarships.
- Implement centralised processing of domestic and international applications for undergraduate and taught masters degrees.
- Improve the speed and transparency of the process for evaluating and deciding on financial support for postgraduate research students and projects.

## HOW WILL WE KNOW WE ARE MAKING PROGRESS AGAINST THIS GOAL?

- Implement a major capital investment plan according to the budgets and timeframes approved by Council.
- Reduce the number of external building leases held by the University, and the number of prefabricated buildings utilised for core University activities.
- Implementation of staff:student ratio targets for individual faculties.



# GOAL 5

## A DISTINCTIVE UNIVERSITY OF WAIKATO STUDENT EXPERIENCE

The University provides an environment within which there is a high level of support for all aspects of student achievement and personal growth, extending beyond academic support to include social and cultural experience, financial, physical and mental health. It provides a strong foundation for life-long learning and preparedness for future employment and success.

## WHAT WILL WE DO TO ACHIEVE THIS GOAL?

- Combine excellence in teaching and national research leadership to provide students with an outstanding learning experience and a sense of a distinctive academic identity at the University of Waikato.
- Lead New Zealand universities in our application of work-integrated learning and volunteering by:
  - introducing a requirement of at least 15 points of work-integrated learning in every undergraduate degree programme at the University, and create an efficient administrative structure to support this endeavour
  - providing all undergraduate students with the opportunity to engage in voluntary community activities that will enhance their employability upon graduation
  - in partnership with the Waikato Students' Union, supporting co-curricular activities and a vibrant social and cultural life, and ensure that seamless and high quality support is provided for students.
- Create a greater awareness of the importance of internationalisation among New Zealand students by increasing outgoing exchange students, develop new mechanisms to provide students with an offshore learning experience, and create scholarship schemes that support these activities.
- Develop additional student accommodation in Hamilton and new student accommodation in Tauranga to facilitate growth in student enrolments. Look for opportunities to use private sector rather than University capital in these facilities.
- Provide more flexible opportunities for staff and students to increase their knowledge of tikanga Māori and te reo Māori.

## HOW WILL WE KNOW WE ARE MAKING PROGRESS AGAINST THIS GOAL?

- Improvement in relevant metrics of graduate outcomes, employment and student satisfaction over time.
- Increased visibility and uptake of learning support services.
- Increased numbers of students undertaking study abroad and exchange.
- Increased numbers of PhD students receiving scholarships and the average amount received.
- Offer short courses in tikanga Māori and te reo Māori, and grow enrolments in those courses.



## GOAL 6

### INVESTMENT IN GROWTH

The University of Waikato will increase its enrolments by at least 3% a year to create a more vibrant campus, ensure the viability of the Tauranga campus, and support investment in new academic programmes and national research leadership.

### WHAT WILL WE DO TO ACHIEVE THIS GOAL?

- Ensure that the University of Waikato is a national leader in its marketing of the University, focusing on digital marketing, on the presentation of “flagship” programmes, and on high impact engagement with future students.
- Strengthen partnerships with secondary schools to improve the accessibility of university study and smooth the transition from school to university
- Implement tracking of “application to offer” time frames for all degree programmes, and offer students the most efficient and user-friendly application and enrolment process.
- Increase the proportion of international students at the University of Waikato from 15% to 17% while diversifying our student numbers by:
  - investing in substantive new student recruitment capability, offshore delivery and degree pathways in South East Asia
  - increasing incoming study abroad students from the US and Europe.
- Maximise scholarship support available to recruit students for the University, focusing this on supporting both academic excellence and access to the University from communities with low tertiary participation rates.
- Achieve 11,500 EFTS by 2021.

### HOW WILL WE KNOW WE ARE MAKING PROGRESS AGAINST THIS GOAL?

- Increased numbers and value of scholarships available to students.
- Student numbers increase on a trajectory consistent with achieving 11,500 EFTS by 2021.
- Growth in student numbers is spread across domestic students, international students and off-shore delivery.
- A higher proportion of domestic students are attracted from outside the Waikato region.
- Increased proportion of international students with greater diversification across international student markets.





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*Te Whare Wānanga o Waikato*

**WHERE THE WORLD IS GOING**  
TE AHUNGA O TE AO

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