

## THE UNIVERSITY OF WAIKATO

### STRATEGIC PLAN 2006 - 2009

#### EDUCATION ACT 1989, CHARTER AND VISION

The University of Waikato Charter and Vision reflect the statutory role of universities in New Zealand. Under s.162 of the Education Act 1989

- (1) universities are primarily concerned with more advanced learning, the principal aim being to develop intellectual independence
- (2) their research and teaching are closely interdependent and most of their teaching is done by people who are active in research
- (3) they meet international standards of research and teaching
- (4) they are a repository of knowledge and expertise
- (5) they accept a role as critic and conscience of society.

This Strategic Plan includes context statements linking it to the University's Charter (<http://www.waikato.ac.nz/charter/>) and Vision (<http://www.waikato.ac.nz/vision/>) .

#### MISSION

The Mission of the University of Waikato, as stated in our Charter, is:

*"To combine the creation of knowledge through research, scholarship and creative works with the dissemination of knowledge through teaching, publication and performance".*

*(Charter 2004 – 2011).*

#### VISION

The *Vision* for the University of Waikato, informed by our existing high quality teaching and research, is as follows:

We will

- deliver a world-class education and research portfolio
- provide a full and dynamic university experience which is distinctive in character
- pursue strong international linkages to advance knowledge.

The over-arching themes of this *Vision* are:

- Excellence
- Distinctiveness
- International Connectedness.

#### MOTTO

The motto of the University, 'Ko Te Tangata', symbolises our commitment to our role under the Treaty of Waitangi. It also emphasises the role of collegiality, and the importance that we place on people.

#### VALUES

*I te reo Māori:*

Ko te mana o Te Whare Wānanga o Waikato ka herea ki tō tātou;

- Tū ngātahi me te Māori
- Mahi pono
- Whakanui i ngā huarahi hou
- Whakarewa i te hiringa i te mahara

*In English:*

The University of Waikato places a high value on;

- Partnership with Māori
- Acting with integrity
- Celebrating diversity
- Promoting creativity

### **A LIVING DOCUMENT**

This Strategic Plan will be a living document. It will be updated as various actions and deliverables are achieved. It will also be reviewed at regular intervals in the light of changes in the external environment, including any changes to Government's Tertiary Education Strategy and Statement of Tertiary Education Priorities.

### **TEMPLATE FOR ALL LEVELS OF PLANNING**

This Strategic Plan serves as a high-level template for integrated planning through all levels of the University.

The same Strategic Plan Actions will be used at all levels in the University. Senior management, Faculties/Schools, Departments and Divisions will develop implementation plans associated with each Action, to provide a fully integrated approach as we strive to achieve our Vision.

This will ensure that planning activities at all levels of the institution are focussed on the same goals and priorities, and in turn, all budgetary decisions are well-founded, consistent and transparent.

### **INSTITUTION GROWTH TARGETS**

In order to achieve our Vision for 2005 - 2015, the University of Waikato will grow its student numbers, research activity, commercialisation of intellectual property and support from Alumni and our external partners.

Targets in all key areas of growth are as follows:

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Domestic EFTS	7,742	8,100	8,400	8,750
International EFTS	2,759	2,900	3,300	3,750
Total EFTS	10,501	11,000	11,700	12,500
Total post-grad EFTS as % of total EFTS	15.5%	16%	16.5%	17%
Research post-grad EFTS as % of total EFTS	5%	6.5%	8%	10%
External research revenue	\$23m	\$30m	\$45m	\$70m
External research revenue (excluding PBRF) as a % of total revenue	13%	16%	21%	28%
Compound increase in commercialisation activity	10%	10%	10%	10%
University surplus as a % of revenue	0.5%	3%	4.5%	4.5%

### **GOALS**

The University has identified six Goals to enable us to achieve these growth targets and realise our Vision. Each of these Goals will be achieved through a number of associated actions and deliverables.

Their achievement will strengthen our position and our reputation as a world-class University. By delivering excellence and distinctiveness in our teaching and learning, benchmarking ourselves against the best internationally and increasing our research activity we will, in turn, generate increased revenue, which can then be re-invested in even more ambitious strategies for our future.

**Goal 1: *To provide a world-class, distinctive, relevant and sustainable programme of teaching and learning.***

**Link to Charter and Vision:**

A primary objective in our Vision is that the University of Waikato will become a byword for excellence. We will continue to be an inclusive and broadly-based university, but we will not allow breadth to compromise depth or quality. We will judge ourselves, and expect to be judged by others, against international standards of excellence.

We will foster strong, inspiring and confident academic leadership. Our undergraduate and postgraduate education portfolios will be shaped by our research strengths and by the needs of students, the community, industry and employers.

Encouraging academic excellence, fostering innovative teaching methods and enhancing the learning experience and thinking skills of students will be key objectives. Delivering highly motivated and competent graduates, with the attributes and competencies to be future leaders in bi- and multi-cultural settings, will be central to our planning and investment decisions.

The needs of students as individuals will be recognised, and their pastoral care will be of paramount importance.

**Actions**

- 1.1 Enhance teaching and learning through the development of an organisational culture that builds staff capability and academic leadership.
- 1.2 Develop the University's portfolio of qualifications to ensure that they are distinctive, relevant and flexible, foster innovative teaching, strengthen relevant interdisciplinary collaboration, incorporate employment experience and develop leadership. (Also an action under Goal 3.)
- 1.3 While maintaining high quality standards, grow student numbers to achieve enrolment targets and a vibrant student body, actively engaged in advanced learning.
- 1.4 In partnership with Te Rōpū Manukura, enhance strategies associated with recruitment and retention of Māori students and for delivering quality educational outcomes relevant to Māori development priorities.
- 1.5 Develop innovative teaching and learning methods that, for example, normalise e-learning as an integrated dimension of teaching to enhance student learning.
- 1.6 Enhance policies and processes for ensuring that learning outcomes are consistent with approved graduate profiles.
- 1.7 Develop and apply a teaching quality assurance framework which
  - is based on rigorous peer review and moderation
  - ensures a transparent application of best practice linked to international benchmarks
  - provides a learning experience that is underpinned by research, and makes this explicit to students
  - ensures effective succession planning
  - rewards teaching excellence.
- 1.8 Develop an Academic Plan for the University, which is derived from Faculty/School Academic Plans and which is used as the basis for strategic investment decisions.
- 1.9 Develop and apply a model for assessing and monitoring the viability of teaching programmes, and balancing viability against equally important factors, including relevance and strategic value.

## **Goal 2: *To be recognised nationally and internationally for research excellence***

### **Link to Charter and Vision:**

The University has many areas of research excellence. It is our intention to increase the quantum of our research activity through increased numbers of postgraduate students and increased research grant income.

To do this, we will foster and support a creative and dynamic research-driven culture which recognises the central role of postgraduate students. We will strengthen and expand our postgraduate activities. We will collaborate more extensively with centres of international research excellence. We will identify strategic international partners and alliances to provide access to world-class facilities and to provide first-class opportunities for our staff and students.

We will encourage our researchers to form disciplinary, multi-disciplinary, bi- and multi-cultural teams to enable us to tackle the major research challenges of the modern world.

We will place a high level of importance on our role as a key driver of social well-being and economic growth in our region. We will form strategic alliances with major research institutions nationally and internationally to bring international excellence to our region.

We will define, promote and invest in the areas in which our research is, or can be, truly world-class. We will seek opportunities for investment in new research areas that are complementary to existing activities, that help to underpin new teaching activities and that are identified as strategically important to our region.

### **Actions**

- 2.1 Develop and enhance the University's research capability in all Faculty/Schools, to ensure on-going discovery, theory development and practical applications leading to internationally-refereed publications.
- 2.2 Foster across the whole university a creative, lively and invigorating intellectual culture, which recognises the central role of postgraduate students and becomes part of the national and international reputation of the institution. (Also an action under Goal 3.)
- 2.3 Increase the proportion of postgraduate students.
- 2.4 Ensure that the research activities of staff and students are well-known locally, nationally and internationally.
- 2.5 Maximise opportunities for commercialisation of research and wealth-creation in our region.
- 2.6 Demonstrate integrity and professionalism in all of our research contracts, and deliver excellence and value for money to our funders.
- 2.7 Ensure that the University's research expectations of staff are well understood and are linked to international benchmarks.
- 2.8 Develop a Research Plan for the University, which is derived from Faculty/School Research Plans and which is used as the basis for strategic investment decisions.

**Goal 3: *To be recognised nationally and internationally as having a role in New Zealand's tertiary education sector that is truly distinctive.***

**Link to Charter and Vision:**

The University will develop a clear identity based on a unique “Waikato experience”. That identity will be institution-wide. It will encompass the activities that we undertake in collaboration with alliance partners across the tertiary sector, including those in the Bay of Plenty.

We will promote the concept of a full university experience, which is more than just the accumulation of knowledge. It will have many dimensions, and will encompass the entire intellectual, cultural, political, social and recreational life that students enjoy while they are enrolled, and that our graduates have through our Alumni activities.

The University's origins, our partnerships with Māori and unique regional and cultural resources will continue to be a fundamental aspect of our identity. Our distinctiveness will manifest itself in our physical campuses, in our campus culture, in our teaching and research portfolio and in the educational experience that we offer.

The University of Waikato will work in partnership with local authorities to foster a positive and vibrant student culture throughout the communities in which we are located, and we will raise the profile of our facilities as a shared resource.

We will enhance our superb campus environment and create unique facilities that attract the best staff and students. The campus experience and facilities will be designed with the different needs and preferences of different types of students, including mature and employed students, in mind.

**Actions**

- 3.1 Develop a clear identity based on a unique “Waikato experience” linked to
  - our location, heritage, partnerships with Māori and unique regional and cultural resources
  - our commitment to enhancing the Pacific and multi-cultural dimensions of our special character
  - the uniqueness, beauty and safety of our campus environment, our first-class facilities and the profile of our Hamilton campus as a shared community resource
  - the effectiveness of the University's partnerships with local authorities in fostering a positive and vibrant student culture throughout the communities in the Waikato and the Bay of Plenty.
- 3.2 Develop the University's portfolio of qualifications to ensure that they are distinctive, relevant and flexible, foster innovative teaching, strengthen relevant interdisciplinary collaboration, incorporate employment experience and develop leadership. (Also an action under Goal 1.)
- 3.3 Foster across the whole University a creative, lively and invigorating intellectual culture, which recognises the central role of postgraduate students and becomes part of the national and international reputation of the institution. (Also an action under Goal 2.)
- 3.4 Foster wealth creation and a distinctive identity for the region through a model network of partnerships with other research organisations, enterprises and regional agencies. (See also 4.2.)
- 3.5 Support our region's social and cultural development and economic and environmental sustainability by creating opportunities for a joint approach to a comprehensive and seamless tertiary education system in the region, through collaboration with other tertiary providers and agencies. (Also an action under Goal 4.)
- 3.6 Develop the University's role as a source of informed analysis and comment on public policy based on research that meets the highest standards of rigour and relevance to public debate.

**Goal 4: *With an international perspective, to contribute to the social, cultural, environmental and economic development, and the well-being, of our region and the nation.***

**Link to Charter and Vision:**

The University of Waikato will deliver international excellence for the benefit of its local region. We will relate to, and add value to, the region and to the local community. International connectedness will be a key factor in the delivery of this goal. We will compete with the best on the international stage to deliver excellence in everything that we do for the benefit of our region, and for the nation as a whole.

The development of linkages that strongly reflect the primary economic activities and capability needs of the Waikato and the Bay of Plenty will be a top priority. The commercialisation of intellectual property, and closer collaboration with commercial venture partners through WaikatoLink and the Innovation Park, will be central to our goals.

Part of our distinctiveness will be our exemplary role as a world-class university with a strong association with our region. We will develop innovative teaching and research links with Māori, and will lead the way in building long-term sustainable relationships.

**Actions**

- 4.1 Extend and enhance the University's contribution in its statutory role as critic and conscience of society.
- 4.2 Deliver international excellence for the benefit of our region by
  - using objective analyses of where our economy and society are heading as key criteria in our academic and research planning
  - forming relationships and partnerships internationally, which create innovative and enabling technologies and build expertise in support of economic and development outcomes relevant to the region's needs
  - developing closer working relationships with other research providers in our region, to maximise the opportunities from our location at the heart of an "Innovation Zone"
  - assuming a key role in partnership with the iwi represented by Te Rōpū Manukura, so that our teaching and research meet their aspirations, our methods of delivery are consistent with their needs, and so that together we plan and deliver research outcomes that are aligned with their research priorities and contribute to Māori sustainable development and well-being
  - enhancing links with the Hamilton City Council and other local government agencies in our region to foster the concept of Hamilton as a 'university city'
  - working closely with SmartGrowth so that our teaching and research meet the Bay of Plenty region's growth and development needs
  - using the University's capacity for invention and innovation in order to commercialise intellectual property in support of regional wealth creation. (See also 3.4)
- 4.3 Support our region's social and cultural development and economic and environmental sustainability by creating opportunities for a joint approach to a comprehensive and seamless tertiary education system in the region, through collaboration with other tertiary providers and agencies. (Also an action under Goal 3.)
- 4.4 Develop a better understanding of the demographics and secondary school profile of our targeted catchment area, in order to target student demand and employer and community needs more strategically.
- 4.5 Create a model Development and Alumni activity which fosters lifelong relationships with Alumni, delivers excellent services to Alumni and supports fund-raising activity.

**Goal 5: *To achieve administrative excellence in support of core activities.***

**Link to Charter and Vision:**

To maximise the energy and resources that can be expended on teaching and research, the University needs to provide strong, sustainable organisational management methodologies and operations. Lowering the total cost of services, achieving cost-efficiencies, and increasing service value to internal and external stakeholders, will be important strategic outcomes for the University.

The intention is to “Make It Easy” for everyone to engage with the University. We will make it easy for the students, by improving the enrolment process, and we will simplify the processes that support the students. We will make it easy for the academic staff, by providing them with clear policy guidance and simple processes that support teaching and learning, while at the same time, giving assurance to all our stakeholders that University assets are being appropriately used and protected. We will make it easy for outside stakeholders and organisations to engage with the University.

This goal will be achieved by returning to the basic building blocks of the University operation. They will be reassessed, modified or rebuilt as necessary, so as to move the University to ‘fit for purpose’ world-class solutions.

**Actions**

- 5.1 Develop and enhance administrative leadership in a way that empowers staff in their research and teaching.
- 5.2 Identify and adopt principles for ensuring accuracy and timeliness of essential standard business information in support of enhanced decision-making.
- 5.3 While allowing for diversity and innovation, we will ensure coherent, efficient and effective systems for:
  - student learning development & pastoral care
  - financial and asset management
  - academic administration
  - capital development (incl space utilisation)
  - risk management
  - research management
  - public relations, marketing and communications
  - information management
  - planning & decision-making
  - policy compliance.
- 5.4 Develop and enhance HR policies and practices to ensure that
  - they are consistent with leading practice
  - training and development practices exist, are consistent, and are linked to key skills for specific functions
  - performance is assessed against a competency framework incorporating identified skills relating to staff members’ positions.
- 5.5 Ensure on-going strategic analysis of issues important to the University and the region.

**Goal 6: *To apply strong leadership and best practice in ensuring that governance and management roles are coordinated, complementary and effective in achieving the University's goals.***

**Link to Charter and Vision:**

The University's ability to ensure proper standards of integrity, conduct and concern for the public interest relies on an organisational culture that is characterised by strong leadership, and effective and harmonious arrangements for governance and management.

**Actions**

- 6.1 Support the Council by providing appropriate information concerning future opportunities, the university environment and university operations.
- 6.2 Develop the University's partnership with Tainui as mana whenua and with the other iwi located within the University's footprint, especially in ways that foster generation and utilisation of knowledge that is appropriate to sustain and develop their whenua and their people.
- 6.3 Facilitate the University's success through decisive, well-informed leadership by staff in the Vice-Chancellor's Office, Deans, Directors and other executive leaders.
- 6.4 Facilitate the University's success through appropriately resourced committees with defined responsibilities which underpin decision-making processes and executive responsibilities.
- 6.5 Through impetus and example in all leadership roles, foster and project a culture of energy, optimism, unity of purpose, shared pride and shared accountability at all levels of the University.