



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

TAURANGA

Te Manawaroa

The Tauranga Campus Plan 2026-2030



***Ko wai te whare e tū nei?
Ko Te Manawaroa te whare e tū nei!***

***Mō wai te whare?
Mōu, mōku, mō ngā tauira katoa o te ao!***

These words are drawn from the karakia intoned during the dawn ceremony for the opening of the Tauranga campus in February 2019. The words give the campus building the name 'Te Manawaroa' and affirm the campus as a place of belonging and connection – for those who learn, teach, and gather here, for the communities of Tauranga Moana, and for those from across Aotearoa and the world.

Mōu, mōku, mō ngā tauira katoa o te ao!

Whakakitenga | Vision

Ko te tangata

A research-intensive university providing a globally connected, innovative and inclusive student experience in an environment characterised by a commitment to diversity, respect for Indigenous knowledge, and high levels of community engagement.



Ngā upoko | Contents

- 6 Te Manawaroa: The Tauranga Campus Plan 2026-2030
- 7 Ngā ariā | Strategic themes
- 9 Ngā whāinga | Objectives
- 10 Objective 1: He aratiatia, he aka matua
Advance a distinctive and connected academic portfolio
- 11 Objective 2: He pūkenga rangahau
Develop research capability that drives impact and innovation
- 12 Objective 3: Toitū te tauira
Enrich the student experience and support learner success
- 13 Objective 4: Tauranga ki tua
Advance campus development and city integration
- 14 Objective 5: Taukaea kaimahi
Strengthen staff capability, collaboration and inclusion
- 15 Objective 6: He haere ngātahi me ngā iwi me ngā hapori
Deepen strategic partnerships and community engagement
- 16 Objective 7: Mō te ao katoa
Expand internationalisation and global engagement
- 17 Objective 8: Whakatairangahia a Tauranga
Elevate the presence and profile of the Tauranga campus
- 18 He āpitihanga | Appendix



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Te Manawaroa: The Tauranga Campus Plan

Te Manawaroa: The Tauranga Campus Plan 2026-2030 builds on the founding vision of the Tauranga campus, Te Manawaroa, as a place of belonging and connection; a welcoming university destination for Tauranga Moana, the Bay of Plenty, and students from across Aotearoa and the world.

The Plan signals a growth phase for the Tauranga campus, defined by a strengthened identity, academic programmes aligned with industry and community networks, a diverse student profile, and the expansion of an interconnected university precinct embedded in Tauranga and the wider Bay of Plenty.

For the purposes of this Plan, the Tauranga campus includes the University's wider Tauranga-based academic and research operations, including the Coastal Marine Field Station and the Adams Centre for High Performance. While located across different sites, these form part of a single Tauranga-based academic and research community. This Plan affirms their place within Te Manawaroa, recognising their contribution to teaching, research, partnerships, and campus life.

Integrated planning and implementation

The Tauranga Plan is part of an integrated planning framework aligned with the University Strategy Kia Haere Whakamua 2025-2029, inviting all areas of the University to be active and progressive in advancing the success of the Tauranga campus as a strategic priority.

Implementation of the Plan will be supported by business unit implementation plans that set actions, KPIs, and resourcing in alignment with the priorities outlined in the Plan.

Background

The University of Waikato has delivered programmes in Tauranga since 1991, through long-standing partnerships and shared facilities that laid the foundation for a permanent presence in the city. The opening of the dedicated Tauranga campus in 2019 marked a significant milestone in this journey, enabling a more visible and integrated teaching and research offering in the Bay of Plenty.

The campus delivered its first full year of programmes in 2020 – a period shaped by the global Covid-19 pandemic, which significantly disrupted student enrolments, programme expansion, and campus activation during the early years of establishment.

Despite these challenges, initial achievements have included: new programme developments and expansions; success, led by Tauranga-based researchers, in securing major research income; growing community and industry engagement; and increasing support from strategic partners. Strategic milestones include the launch of the University's first student accommodation facility in Tauranga and the expansion of the campus footprint within the campus precinct.

While these achievements laid important groundwork, the early years also highlighted areas requiring further development. Limitations in programme breadth and continuity, challenges associated with online and on-campus delivery, and gaps in campus and city infrastructure have continued to shape the student experience and operational environment for the Tauranga campus. Yet these same pressures have also fostered a resilient, community-focused campus culture. Staff have developed a collaborative and collegial ethos across divisions and service areas and students have made the campus their home. The campus is host to a wide and increasing range of community events and activities and many of its strategic partnerships and connections have strengthened and evolved.

With EFTS growth now returning, new academic offerings in development, and infrastructure projects underway both on campus and across the city, the Tauranga campus is well positioned for long-term success.

Ngā ariā | Strategic themes

Three interrelated themes underpin the objectives of the Plan, and together they guide the strategic positioning of the Tauranga campus for 2026-2030.



Strategic theme 1: Strengthening identity and distinctiveness

Strengthening the identity and distinctiveness of the Tauranga campus will be driven by two parallel priorities. The first is positioning Tauranga as a welcoming, connected, and uniquely placed destination for education and research. The second is aligning the campus's academic and research profile with the region's economic and industry context, including areas of growth and strategic importance.

Key focus areas:

- Elevating the welcoming culture and prime location of the campus**
 Reflecting cultural identity, modern learning, and fostering a sense of welcome and belonging, the physical campus offers a distinctive and welcoming destination for education and research. Its central location within the city and proximity to the inner harbour and beaches of Maunganui further enhance its appeal. The campus vision is rooted in strong local partnerships – with the iwi and hapū of Tauranga Moana, city and regional councils, local schools, communities and business networks. At the same time, it is a globally-oriented vision – connecting learners to international networks, challenges, and opportunities, and serving as a welcoming place of learning for local communities as well as for students from across Aotearoa and the world.
- Aligning with regional strengths and growth opportunities**
 Tauranga's status as a fast-growing urban centre within the 'golden triangle' offers opportunities to connect with local industries including aquaculture, agritech, advanced manufacturing, and construction. The city's role as a national gateway for freight and logistics further enhances its strategic importance, shaping Tauranga's connectivity, workforce profile, and links to national and global networks. The wider Bay of Plenty region – including Rotorua, Whakatāne, and surrounding communities – adds further depth through its sectoral strengths, including forestry and agribusiness. In addition, healthcare and education are critical enablers for regional growth and prosperity and present significant opportunities for partnership. The businesses, services, communities, and professional networks associated with these areas present opportunities for alignment, collaboration, and innovation. This Plan positions the University to actively engage with these sectors, aligning academic programmes, research activity, and partnerships to support regional development and respond to emerging opportunities.



Strategic theme 2: Positioning as an integrated innovation hub

Alongside ongoing work to strengthen identity and regional alignment, the Tauranga campus is positioning itself as a city-integrated innovation hub – a platform where education, research, and civic engagement intersect with industry, iwi, schools, and community organisations to deliver regional, national, and global impact. This positioning reinforces the role of the campus as a connector between people, knowledge, and place, supporting collaboration and impact across the city and wider region.

Key focus areas:

- Real-time engagement with employers, businesses, professional networks, iwi, hapū, schools and community organisations.
- A precinct model that supports teaching, research, community and industry connection and stakeholder collaboration.



Strategic theme 3: Enabling sustainable growth

Sustainable growth is central to the Tauranga Plan. In this phase of development, it is understood as the deliberate alignment of academic programme development, growth in student numbers, and the phased development of campus infrastructure over time.

Guided by the University's strategic expectations for EFTS growth, the Plan recognises that progress depends on coherence and alignment across academic, operational, and place-based priorities. Through this approach, growth supports the strengthening of the campus's identity, its development as a city-integrated innovation hub, and its standing as a distinctive and connected university destination.

Key focus areas:

- Targeting 1,500 domestic and 250 international EFTS by 2029.
- Expansion of academic offerings and research engagement.
- Delivery of additional student accommodation and campus infrastructure.
- Growth guided by principles of quality, scale, and long-term sustainability.

Ngā whāinga | Objectives

There are eight objectives that will guide our work to deliver priority outcomes for the Tauranga campus for 2026-2030:

- Objective 1:** He aratiatia, he aka matua
Advance a distinctive and connected academic portfolio
-
- Objective 2:** He pūkenga rangahau
Develop research capability that drives impact and innovation
-
- Objective 3:** Toitū te taurira
Enrich the student experience and support learner success
-
- Objective 4:** Tauranga ki tua
Advance campus development and city integration
-
- Objective 5:** Taukaea kaimahi
Strengthen staff capability, collaboration and inclusion
-
- Objective 6:** He haere ngātahi me ngā iwi me ngā hapori
Deepen strategic partnerships and community engagement
-
- Objective 7:** Mō te ao katoa
Expand internationalisation and global engagement
-
- Objective 8:** Whakatairangahia a Tauranga
Elevate the presence and profile of the Tauranga campus
-

Objective 1

He aratiatia, he aka matua | Advance a distinctive and connected academic portfolio

The Tauranga campus will refine and expand its academic offerings to reflect its strategic positioning – distinctive in its Tauranga Moana identity and aligned for regional, national and global relevance and impact. Divisions, faculties and schools will work together to enhance the academic portfolio in ways that build on the strengths of the Bay of Plenty, incorporating strong industry connections, work integrated learning opportunities, and a clear focus on employability. These developments will help attract a diverse community of learners from across Aotearoa and the world.

Programme development at undergraduate and postgraduate levels will draw on established and emerging areas of strength, including: marine science and environmental resilience; education; psychology; sport and human performance; social and community health; mātauranga Māori; engineering; computing; business and law. These areas provide a solid foundation for further exploration, refinement, and collaboration across divisions and faculties. Pathway programmes, including the Certificate in University Preparation, will also form part of ongoing programme development for Tauranga, strengthening pathways into degree study and supporting student transition.

Across all programmes – including flagship initiatives, the New Zealand Institute for Marine Futures (NZIME) and the University's New Zealand Graduate School of Medicine (NZGSM), there will be increased opportunities for multidisciplinary collaboration. These initiatives will support innovation, attract new cohorts of learners, and further elevate the academic profile and distinctiveness of the Tauranga campus.

Actions:

1. Strengthen and scale existing programmes. Build on current academic strengths in core programme offerings by increasing enrolments and ensuring resourcing and support for quality and scalability. This includes identifying programmes with demonstrated growth trajectories and strong regional or national relevance, and prioritising investment in these areas. Where appropriate, resourcing may be redirected from offerings that are too diffuse or lack clear demand, to ensure a more targeted and impactful academic portfolio.
2. Develop new programmes aligned with strategic direction. Design and introduce new academic programmes that build on existing strengths and emerging areas of focus. These programmes will be aligned to regional priorities and oriented for innovation and impact.
3. Integrate community and industry-connected learning. Strengthen place-based learning and local industry engagement within programme design and delivery, with enhanced work-integrated learning and employment pathways.
4. Enhance programme visibility. Elevate the profile of Tauranga-based programmes through targeted marketing and recruitment campaigns.

Expected outcomes by 2030:

- An expanded and distinctive academic portfolio aligned with regional strengths and global relevance.
- Measured EFTS growth (domestic and international) across new and existing programmes consistent with University targets.
- Enhanced integration of work-integrated learning and community and industry connectedness.
- Improved visibility of Tauranga-based academic offerings in recruitment and marketing campaigns.

Objective 2

He pūkenga rangahau | Develop research capability that drives impact and innovation

Research at the Tauranga campus spans STEM, mātauranga Māori, social sciences, humanities, education, and community-engaged research. Building on these recognised strengths, the campus will contribute to the University's goal of strengthening research outcomes while continuing to grow capability in emerging areas. This will be supported through investment in people, infrastructure, and collaborative networks, enabling high-quality, interdisciplinary research aligned with regional strengths and areas of strategic importance to the Bay of Plenty, with a growing contribution to national priorities and globally significant issues such as climate resilience, marine futures, sustainable development, and equitable health and education outcomes.

Actions:

1. Support research capability development.
Provide targeted professional development for Tauranga-based researchers and support staff, including training in research design and contract management, to build a strong and sustainable research culture.
2. Promote interdisciplinary research for regional, national, and global impact.
Advance research programmes in areas demonstrating sustained impact and strategic relevance, building on existing strengths that include: marine and environmental science; mātauranga Māori; education; innovation and technology; and health.
3. Elevate research visibility and impact.
Promote the research strengths of the Tauranga campus through targeted communications, highlighting Tauranga-based researchers, and the relevance and impact of their work to regional, national, and global audiences.
4. Enhance research infrastructure and support.
Invest in research spaces and facilities on the Tauranga campus to enable high-quality research. This includes supporting the development of the NZIMF and strengthening Tauranga-based connections across the University's new research institutes and centres.

Expected outcomes by 2030:

- A well-established and growing research culture at the Tauranga campus, supported by capability-building initiatives.
- Increased participation in professional development and research support programmes.
- Greater visibility of Tauranga-based research and research impacts through targeted communications and engagement.
- Growth in interdisciplinary research outputs addressing regional, national, and global challenges.
- Growth in research income and external partnerships, particularly in areas aligned with regional strengths and existing expertise.
- Expanded and upgraded research infrastructure, including progress on the NZIMF.

Objective 3

Toitū te tauira | Enrich the student experience and support learner success

As academic offerings expand, the campus must continue evolving as an inclusive and well-connected learning environment for students. This includes strengthening the overall student experience – from programme delivery and campus activation to deeper integration with the city. Central to this will be the reflection of the values of Te Manawaroa, nurturing connection and a shared sense of belonging. The Tauranga experience will be distinctive – grounded in the heritage and identity of Tauranga Moana and shaped by its integration with the city, applied learning opportunities, and the vibrancy of a coastal university city and region.

A key challenge will be encouraging students to come onto the city campus and to engage more fully with in-person learning and the on-campus experience. Meeting this challenge will require a deliberate focus on creating high-quality experiences that support learner success and bring vibrancy to the campus. These efforts will support the campus to attract and retain a diverse student population, positioning Tauranga as a destination of choice for university study.

The campus's development as an innovation hub will further enrich the student experience, embedding learners in an environment where education is connected to real-world challenges and opportunities.

Actions:

1. Continued improvement of on-campus programme delivery modes for Tauranga.
2. Continue to invest in digital technology and training to enhance blended learning experiences.
3. Enhance the campus experience through student-focused activities and events that foster belonging and connection.
4. Deliver well-targeted student support services that are aligned with programme growth and responsive to the diversity of the student community.
5. Continue to strengthen integration with the city through integrated planning in relation to campus and community events and activations.
6. Support student voice and representation across all elements of the student experience.

Expected outcomes by 2030:

- Improved delivery models resulting in higher student satisfaction and retention.
- Increased student engagement through campus activations and city-connected initiatives.
- Well-targeted student support services aligned with programme growth and student diversity.
- Stronger student voice and representation in campus development.

Objective 4

Tauranga ki tua | Advance campus development and city integration

The physical campus will play a vital role in shaping the University's identity as a distinctive, high quality destination for education, research, and collaboration in the Bay of Plenty. As the campus grows in scale, diversity, and academic depth and distinctiveness, its physical environment must evolve in parallel, supporting a vibrant and future focused university setting.

The expansion of the physical campus and its integration with the city will contribute to the emerging precinct identity, reinforcing the campus's role in shaping city activation and supporting regional transformation. These developments, including the delivery of increased student accommodation options in the city, will advance the campus's positioning as an innovation hub for the city and the region – bringing together education, research, enterprise, and civic engagement in spaces designed to foster visibility, collaboration, and co location with partners.

The development of the campus will be guided by principles of sustainable development and long term regional resilience, ensuring that master planning for the physical campus is strategically phased and aligned with long term infrastructure needs.

Actions:

1. Progress the Tauranga campus masterplan and continue with the development and activation of the campus precinct.
2. Strengthen city integration through joint planning and shared infrastructure initiatives.
3. Advance the 'innovation hub' concept for the campus, including the potential co-location of industry partners and collaborators on the physical precinct.
4. Deliver additional student accommodation to support enrolment growth.
5. Partner with Tauranga City Council on access, accommodation, and precinct development initiatives that support campus growth and city integration.
6. Advance the NZIMF through fundraising, design and stakeholder engagement.
7. Implement space management strategies to ensure efficient space utilisation and campus activation.
8. Position the campus as a destination for a diverse range of community, civic, academic events, programmes, and conferences that contribute to campus activation and visibility.

Expected outcomes by 2030:

- Completion and incremental implementation of the Tauranga campus masterplan.
- Strengthened integration with city infrastructure and planning.
- Increased student accommodation capacity supporting enrolment growth.
- Improved space utilisation aligned with programme and EFTS growth.
- Progress on the NZIMF through design, fundraising, and stakeholder engagement.

Objective 5

Taukaea kaimahi | Strengthen staff capability, collaboration and inclusion

Staff are central to the identity, success, and everyday operation of the campus, shaping its academic offerings, research profile, student experience, and community engagement. The Tauranga campus will continue to foster a culture of manaakitanga and whanaungatanga, supporting staff development, collaboration, and connection.

Aligned with University-wide people and culture initiatives, this objective focuses on building staff capability and cohesion. It recognises the unique opportunities and challenges of working in a dynamic and developing campus environment and seeks to ensure Tauranga-based staff are well-supported and actively connected to institutional programmes and resources.

A key priority is strengthening access to opportunities for professional development and collaboration. This includes improving visibility of relevant initiatives and networks across the wider university. Strategic appointments of academic and professional staff will support programme growth, enhance disciplinary depth, and foster collaboration.

Actions:

1. Promote staff connectedness and collaboration across the campus through regular staff engagement and shared initiatives.
2. Coordinate with People and Culture to deliver Tauranga-based induction and development programmes, including a local induction for new staff and optional Hamilton campus site visits.
3. Ensure consistent delivery of the Te Aurei programme tailored to the professional development needs of Tauranga-based staff. This includes the development of 5-point papers that draw on the history, heritage and cultural identity of Tauranga Moana and Te Moana a Toi.
4. Encourage interdisciplinary teaching and research through shared spaces and collaborative planning.

Expected outcomes by 2030:

- Increased Tauranga-based staff engagement through collaborative initiatives and regular engagement.
- Integration of tailored induction and development programmes for Tauranga staff.
- Consistent delivery of Te Aurei programme supporting staff development.
- Growth in interdisciplinary teaching and research collaboration.

Objective 6

He haere ngātahi me ngā iwi me ngā hapori | Deepen strategic partnerships and community engagement

The Tauranga campus is built on strong regional partnerships, and its continued success depends on deepening these relationships in ways that reflect shared aspirations and deliver mutual benefit. As the campus grows in scale, visibility, and academic depth, its role as a reliable and valued partner across the region must be further strengthened.

This objective centres on positioning the campus as an innovation hub, expanding meaningful engagement with community, business, industry and professional networks as: contributors to programme design and delivery, work-integrated learning, and graduate outcomes; and collaborators in advancing the social, cultural, environmental, and economic wellbeing of the region.

Key initiatives include the development of the NZIMF, which will serve as a platform for collaborative research and innovation in marine science, and the introduction of the NZGSM which will bring new opportunities for regional health partnerships and workforce development.

Partnerships with the iwi and hapū of Tauranga Moana are foundational to the identity, activation, and future success of the Tauranga campus. Through the term of this Plan, we will continue to deepen Treaty based partnerships with Tauranga Moana iwi and hapū, while also expanding and strengthening our connections with iwi across the wider Bay of Plenty and beyond.

Actions:

1. Strengthen the campus's role as a catalyst for innovation by fostering collaboration across research, enterprise, and industry. This includes supporting the development of the 'innovation hub' concept as a platform for applied education and research, entrepreneurship, and knowledge exchange, and promoting the campus as a destination for regional problem-solving, capability development, and future-focused partnerships.
2. Promote the campus as a community destination through events, workshops, and open campus initiatives.
3. Build relationships with secondary schools, kura, and communities across the Bay of Plenty to support regional connectedness.
4. Develop regional, national and international recruitment plans to support student recruitment for Tauranga.
5. Engage key stakeholders including iwi and hapū, councils, industry, and community organisations in campus development, programme development and University activities and initiatives.
6. Strengthen and continue foundational partnerships with Tauranga City Council, Bay of Plenty Regional Council, and TECT, supporting the long-term development, integration and sustainability of the University's role and contribution within the city and region.
7. Steward the Tauranga Campus Funding Agreement with TECT through to completion, ensuring agreed commitments continue to support precinct development.
8. Build on partnerships with sector and civic organisations such as Bay Venues, Priority One, and the Tauranga Chamber of Commerce, alongside the development of new partnerships that support precinct activation, industry connection, and regional engagement.

Expected outcomes by 2030:

- Increased divisional and faculty-level engagement with industry partners and stakeholders.
- Growth in community participation through events and open campus initiatives.
- Strengthened relationships with schools, communities, councils, and regional stakeholders.
- Expansion of the University's engagement footprint across the Bay of Plenty.
- Elevated regional and national reputation of the Tauranga campus.

Objective 7

Mō te ao katoa | Expand internationalisation and global engagement

The Tauranga campus is well-positioned to grow its global reputation and attract increased numbers of international students who are seeking a high-quality education in a vibrant coastal city. The campus's distinctive identity, shaped by strong community and cultural connections, a supportive learning environment and the lifestyle benefits of the Bay of Plenty, offers a distinctive and appealing destination for international students.

Achieving the target of 250 international EFTS by 2029 will require a significant uplift in offshore visibility and more deliberate promotion of the Tauranga campus's unique value proposition. This includes defining and consistently articulating the campus's identity across our international marketing and recruitment channels, as well as via our existing global partnerships, and positioning Tauranga as a desirable study destination and a delivery site for high-quality academic programmes that are in demand with international student cohorts.

The international student journey must also be considered with a Tauranga-specific lens to ensure the campus reflects the needs and expectations of international students who choose to study here. This includes pre-arrival engagement, orientation, academic integration and ongoing pastoral care to ensure we foster a sense of belonging across the international student community and enable success.

Actions:

1. Develop an International Recruitment Plan for Tauranga – outlining priorities, activities and initiatives to stimulate international student recruitment for the Tauranga campus.
2. Raise awareness of Tauranga's unique degree offerings, study abroad programmes and lifestyle benefits through our digital channels.
3. Strengthen in-market engagement through targeted offshore activities, including agent training and participation in international education fairs bringing a Tauranga focus.
4. Focus on programme development (short term Study Abroad and full degree) aligning with regional strengths and global trends to attract cohorts of international students to Tauranga.
5. Define and promote the Tauranga campus identity more vigorously with offshore partners and agents.
6. Improve the international student experience in Tauranga by enhancing the level of student support and services within the Tauranga campus across the whole student journey.
7. Strengthen global partnerships to support student and staff exchanges, joint research and collaborative programme development for Tauranga Moana.

Expected outcomes by 2030:

- A measurable increase in international student enrolments across undergraduate and postgraduate programmes in Tauranga, with a target of 250 international EFTS by 2029.
- Development of new academic offerings oriented to international student cohorts.
- Positive student satisfaction and retention rates among international students, supported by tailored services and cultural and regional experiences.
- Recognition of Tauranga as a preferred destination for international study in New Zealand, reflected in national and global rankings.

Objective 8

Whakatairangahia a Tauranga | Elevate the presence and profile of the Tauranga campus

A unified effort across Marketing, Recruitment, and Communications teams will ensure the people, activities, and achievements of the Tauranga campus are clearly visible in promotions and engagements, while aligning with the University's broader profile. This includes showcasing the Tauranga-based research, teaching and partnerships in regional, national, and international campaigns, digital platforms, and stakeholder engagement.

The campus will continue to increase its visibility through public lectures, community events, and open campus initiatives, creating opportunities for the public to engage with researchers, teachers, students, and campus life. These events will reinforce the role of the campus as a civic and cultural hub and strengthen its connection with the wider Bay of Plenty.

Highlighting academic strengths, community partnerships, and the campus experience will build recognition, foster pride, and attract learners, collaborators, and supporters from across Tauranga, Aotearoa New Zealand, and beyond.

Actions:

1. Advance the integrated Tauranga Marketing and Communications Plan that positions Tauranga as a unique and attractive university destination.
2. Advance tailored recruitment campaigns for domestic and international audiences, highlighting Tauranga's academic strengths, lifestyle appeal, and regional and global relevance.
3. Strengthen the digital and media presence of the Tauranga Campus across university platforms, including web, social media, and student engagement channels.
4. Develop content strategies that bring forward student, staff, alumni, and community voices from Tauranga.
5. Elevate Tauranga campus priorities in central communications, marketing, and recruitment through regular engagement, shared planning, and collaborative initiatives.
6. Leverage regional events, partnerships, and media to increase visibility and engagement with prospective students and stakeholders.

Expected outcomes by 2030:

- A consistent and engaging digital and media presence, and increased visibility of the Tauranga campus, regionally and internationally.
- Growth in student applications and enrolments attributed to targeted marketing and recruitment efforts.
- Enhanced stakeholder and community awareness of, and engagement with, the campus's role and impact.

He āpitihanga | Appendix

Strategy, Statements and Plans relevant to the Tauranga Campus Plan

- Academic Plan
- Disability Action Plan
- Financial Plan
- International Plan
- Investment Plan
- Kia haere whakamua | The University of Waikato Vision and Strategy 2025-2029
- Learner Success Plan
- Pacific Strategic Plan
- People Plan
- Research Plan
- Sustainability Plan
- Te Rautaki Māori | Māori Advancement Plan
- Te Tiriti o Waitangi me te Whare Wānanga o Waikato | University of Waikato Treaty Statement







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