



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

The  
**Pā**  
Te Kūaha  
Reception

# **KIA HAERE WHAKAMUA**

## **VISION AND STRATEGY 2025-2029**



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# 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.



# KIA HAERE WHAKAMUA STRATEGY 2025-2029

Kia haere whakamua, the University of Waikato Strategy 2025-2029, sets out the high-level strategic priorities that will provide a focus for the institution over this five-year period. The Strategy provides a guide for the allocation of new resources consistent with the achievement of our Vision.

## Kia haere whakamua

Our Strategy's name, Kia haere whakamua, draws from the whakataukī Kia haere whakamua, me hoki whakamuri and speaks to Māori perspectives of time, where the past, present and future are viewed as intertwined. The past is central to, and shapes, the present and future, and you are invited to support our Strategy by embracing this concept: walking towards our future, while acknowledging our past.

### The strategic priorities for the period 2025-2029 are:

1. A whole of institution focus on student recruitment, retention, and learner success
2. Recognising and celebrating excellence
3. Leadership in graduate-entry health programmes
4. Developing people, capability and a culture of diversity and inclusivity
5. Giving effect to Te Tiriti o Waitangi
6. Research impact and relevance
7. Enhanced internationalisation
8. Development of the Tauranga campus
9. Long-term operational sustainability

### Context

This Strategy sets out areas of focus for change and enhancement over the next five years. The strategic priorities will guide the allocation of additional resources and will be central to the future success of the University.

This Strategy does not provide a comprehensive description of all University activities, commitments or legislative and constitutional compliance.

The Strategy is underpinned by a range of plans that cascade from strategic to operational. Many of our activities will be more fully described in relevant plans or institutional statements and need not be repeated here. For example, our commitments to Te Tiriti o Waitangi are set out in our Treaty Statement, our commitments to our staff are set out in our People Plan<sup>1</sup>, and our commitments to advancing Māori and Pacific communities are set out in our Te Rautaki Māori (Māori Advancement Plan) and Pacific Strategic Plan respectively. These are set out in Appendix 1.

<sup>1</sup> A People Plan will be developed in the first half of 2025.

# 1. A WHOLE OF INSTITUTION FOCUS ON STUDENT RECRUITMENT, RETENTION, AND LEARNER SUCCESS

## Context

Enrolments are the primary driver of the income that supports all University activities. We need to continue to focus on domestic and international student recruitment and to ensure that students have every opportunity to succeed at Waikato.

### What this means:

- Implementing comprehensive strategies to recruit, retain and support students throughout their academic journey, ensuring their success
- Being agile and innovative in the development of new programmes of study and in increasing the contemporary relevance of existing programmes
- Embracing digital technology and flexible learning approaches to enhance both on-campus and off-campus learning experiences, and cater to the diverse needs of learners
- Promoting the on-campus study, cultural, and social experience to maximise the benefits that students obtain from their enrolment.

### What actions will we take to achieve this strategic priority:

- Expand our Ōritetanga programme with a view to providing comprehensive and targeted support for all learners
- Commit to, and enhance action to, achieve parity of success for learners (i.e. Māori and Pacific learners achieving at the same rate as non-Māori/non-Pacific learners) by 2035
- Work with secondary schools and kura kaupapa across our regions to ensure that students have the best opportunities to succeed in tertiary education
- Provide opportunities and support for staff to upskill in their use of digital technologies and flexible learning pedagogies, in their exposure to different cultural perspectives, and in their understanding of the expectations that communities, industry and employers have of the University and its graduates
- Take steps to ensure that pastoral care, academic support and information technology help are interconnected and accessible
- Identify, recognise and respond to the potential barriers to success that learners face that are beyond the 'academic'
- Work with student representatives to promote the student voice, and provide the best possible student experience consistent with the resources available.



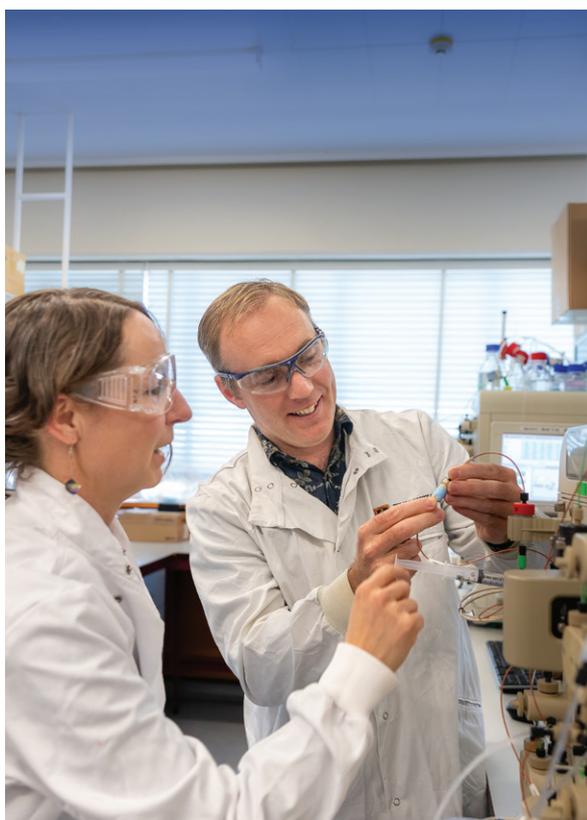
## 2. RECOGNISING AND CELEBRATING EXCELLENCE

### Context

We promote excellence in teaching, research, and professional support across all our activities. We will invest in strategically important interdisciplinary programmes that are of contemporary relevance to promote our reputation nationally and internationally.

### What this means:

- Championing research excellence and strengthening the research culture across the University of Waikato
- Ensuring that all University teaching is research-led
- Providing high quality teaching and learning experiences
- Identifying and investing in key interdisciplinary areas that will assist in establishing the University of Waikato as the premier destination for undergraduate and postgraduate study in those disciplines in New Zealand
- Fostering interdisciplinary collaboration and innovation to drive excellence across all academic disciplines, especially where this creates greater alignment with the UN Sustainable Development Goals (SDGs).



### What actions will we take to achieve this strategic priority:

- Identify those areas that are, or have the potential to be, the premier provider of undergraduate and postgraduate programmes in those disciplines in New Zealand; we will do this by looking at:
  - National and international enrolment trends
  - Research activity and quality
  - Quality of teaching
  - Reputation
  - Depth and breadth of talent
  - National competition
- Support the areas identified above by:
  - Increasing their profile in our marketing
  - Increasing support for succession planning, mentorship, and staff development
  - Increasing investment in resources and physical infrastructure
  - Investing to provide scope for future growth
- Foster interdisciplinary collaboration and innovation by:
  - Reducing the artificial barriers that prevent collaboration – particularly around income and divisional/school/campus boundaries
  - Recognising and celebrating good practice
- Champion research excellence and strengthen our research culture by:
  - Recognising research excellence and impact
  - Encouraging the pursuit of fundamental research
  - Ensuring that our research is published in high quality open access journals
  - Developing alignment between research strength and undergraduate and postgraduate research programmes.

### 3. LEADERSHIP IN GRADUATE-ENTRY HEALTH PROGRAMMES

#### Context

Across New Zealand, and globally, there is a health workforce crisis. We are committed to helping address these challenges and are seeking to provide innovative solutions that have a particular focus on primary health.

#### What this means:

- Pioneering change in health education and addressing national workforce needs
- Establishing the University of Waikato as the leader in graduate-entry health programs, attracting top talent and producing skilled professionals to meet the demands of the healthcare sector.

#### What actions will we take to achieve this strategic priority:

- Work with national and regional health organisations to identify areas of need
- Invest in the establishment of newly introduced programmes (nursing, midwifery, pharmacy) to ensure the success of these programmes
- Work to ensure the development of a strong research culture across health
- Explore opportunities for Tauranga-based graduate-entry health programmes and health partnerships in Tauranga.

This list can, and will, be broadened significantly should the medical school proceed.



## 4. DEVELOPING PEOPLE, CAPABILITY AND A CULTURE OF DIVERSITY AND INCLUSIVITY

### Context

The capability of our people and the support that we receive from communities and stakeholders is key to our success. We need to build leadership and management capability to promote and reward high performance, and to create a safe and respectful environment for all staff, students and visitors.

### What this means:

- Investing in the development of leadership and management capability, in academic excellence and in professional skills, in promoting diversity and inclusion, and putting a focus on health and safety across all University operations
- Embracing and celebrating diversity, and committing to the removal of systemic and casual racism in all its forms
- Cementing the University of Waikato as the university of choice for Māori and Pacific students
- Creating a supportive and inclusive environment for all members of the University community, fostering a sense of belonging and respect to ensure that all staff and students experience the University as a welcoming, affirming and supportive environment
- Sharing responsibility for the creation of a culture of tolerance and safety and ensuring that we do not accept behaviours that undermine that culture.

### What actions will we take to achieve this strategic priority:

- Prioritise the allocation of resources to invest in developing the capability of staff, in support of our aspiration to achieve excellence
- Develop staff understanding of and engagement with tikanga Māori, Pacific cultures, and other cultures
- Continue to mainstream efforts to become a truly anti-racist institution
- Recognise and celebrate the diversity of the University community as part of our campus experience
- Expect staff to call out and take action on behaviours that undermine a culture of safety and acceptance
- Recognise and celebrate exceptional contributions by academic and professional staff across all areas and at all levels.



## 5. GIVING EFFECT TO TE TIRITI O WAITANGI

### Context

The University will give effect to contemporary interpretations of Te Tiriti o Waitangi, and in particular the principles distilled from it as reflected in our Treaty Statement. We will work assiduously and in good faith with iwi to increase the enrolment of Māori students, improve their success as learners, support staff in engaging with mātauranga Māori (Indigenous knowledge), and promote the advancement of our nation.

### What this means:

- Recognising and embracing the University's distinctive identity, location, and history, by strengthening its relationship with the Kīngitanga, the iwi of Waikato and Tauranga Moana and the iwi represented in Te Rōpū Manukura and beyond
- Engaging in productive and meaningful partnerships with Māori
- Growing the capability of our staff in te reo and tikanga Māori, weaving mātauranga Māori through all University programmes
- Cementing the University of Waikato as the university of choice for Māori students
- Providing targeted support for Māori students to help them achieve at the same levels as non-Māori/non-Pacific learners
- Working with iwi to deliver research outcomes that provide a strong foundation for their future success.

### What actions will we take to achieve this strategic priority:

- Develop mechanisms to identify and celebrate excellence in research founded in Indigenous knowledge, recognising the different methods of disseminating knowledge and demonstrating excellence in Indigenous research
- Grow our Māori scholars and scholarship
- Increase the number of research applications that work in partnership with iwi
- Develop staff understanding of, and engagement with, mātauranga Māori
- Continue to mainstream the work started through Te Aurei with a view to becoming a truly anti-racist institution.



## 6. RESEARCH IMPACT AND RELEVANCE

### Context

Much of our academic reputation is dependent on the quality of our research outputs and outcomes (impact from research). We have an expectation that all academic staff are research active and contributing to our overall research performance. The UN Sustainable Development Goals (SDGs) provide a useful structure for identifying the impact pathways for our research.

### What this means:

- Promoting research programmes that transcend traditional disciplinary boundaries, focusing on impact and relevance to address contemporary societal and environmental challenges
- Fostering interdisciplinary and international research collaborations to maximise the University's contribution to knowledge creation and innovation
- Growing the impact and relevance of our research through Government, commercial, and non-Government engagement and partnerships
- Maintaining a distinctive Māori and Pacific research capability to position the University as a national and international leader
- Implementing best practice in open research and ethical collaboration.

### What actions will we take to achieve this strategic priority:

- Clearly state research expectations of staff and raise the profile of the University's research to build a stronger research culture
- Revise the structure of our research institutes and centres to encourage interdisciplinarity and alignment with the SDGs and/or areas of national or international priority
- Provide professional development opportunities for researchers and professional support staff to strengthen skills associated with applying for research contracts, designing research for impact, contract management, undertaking research collaboratively, and developing commercial and stakeholder partnerships
- Develop our own staff research profiles to support future research assessment exercises and expand these to include a broader definition of impact
- Continue to develop the HIKO concept to support commercial partnerships across our research activities
- Establish infrastructure to support Indigenous Data Sovereignty requirements.



## 7. ENHANCED INTERNATIONALISATION

### Context

We operate within a global context; our research, teaching, and operations must be internationally recognised and attractive to international students to ensure the institution's relevance and future success. Our staff and graduates must be able to thrive on the international stage.

### What this means:

- Expanding international visibility and attractiveness through onshore recruitment and offshore campus-based programmes
- Enhancing the international standing of the University of Waikato by cultivating world-class research performance and global collaboration in teaching, research, and professional development
- Providing all students with a curriculum that is rich in international content and international perspectives
- Utilising a diverse international student body on campus, and study abroad opportunities, to promote student engagement with different cultures and regions of the world
- Aiming to increase the share of international students in total enrolment from the historical 15-20% range up to 25%, spread across undergraduate and postgraduate programmes, ensuring a balanced distribution across disciplines and a high level of investment of the resulting income in the advancement of the University
- Increasing capacity in University-managed student residences to accommodate a growing national and international student population.

### What actions will we take to achieve this strategic priority:

- Develop offerings across all disciplines that are attractive to international students by ensuring our programmes are internationally relevant and research-informed
- Develop Indigenous curriculums and courses/programmes that provide local context and knowledge for international staff and students
- Offer a range of distinctive programmes targeted at international students in Tauranga
- Increase our University-managed student accommodation in Hamilton and Tauranga to provide additional options for international students
- Provide a high quality and accessible study abroad and exchange programme for both incoming and outgoing students
- Expand and diversify our international student markets
- Provide a high-quality educational and cultural experience for international students with an appropriate level of support to ensure success
- Support engagement with international funding networks such as Horizon Europe.



## 8. DEVELOPMENT OF THE TAURANGA CAMPUS

### Context

We are committed to the success of our Tauranga CBD campus and recognise that success will require that we offer and market a distinctive range of programmes and experiences for learners.

### What this means:

- Promoting and marketing the University as having distinct campus-based learning options in both Hamilton and Tauranga
- Achieving viable scale for the Tauranga campus by promoting a distinctive identity through our teaching and research programmes to attract both domestic and international students
- Aiming for 1500 domestic student EFTS and 250 international student EFTS annually in Tauranga, creating a vibrant learning community
- Building staffing in Tauranga to ensure a quality student experience in all programmes offered
- High levels of engagement with Tauranga Moana iwi.

### What actions will we take to achieve this strategic priority:

- Define and promote a Tauranga campus identity, with programmes that are unique to Tauranga alongside core programmes that can be undertaken at either campus
- Increase our marketing of Tauranga as a study destination
- Offer a range of distinctive programmes in Tauranga targeted at international students
- Ensure that campus investment and expansion keep pace with enrolment growth
- Increase our University-managed student accommodation in Tauranga
- Identify and celebrate high-quality research undertaken in the Bay of Plenty that underpins our Tauranga delivery
- Invest in marine studies teaching and research programmes in Tauranga
- Strengthen research engagement and partnership with Tauranga Moana iwi, Bay of Plenty businesses, and councils.



## 9. LONG-TERM OPERATIONAL SUSTAINABILITY

### Context

Our future success and ability to invest in new initiatives is dependent on our prudent use of resources and carefully targeted investment.

### What this means:

- Taking a data and student demand-driven approach to identifying disciplines where new programmes have the potential to grow overall student numbers
- Ensuring that all activities align with long-term operational sustainability goals, balancing support for current activities with investment that promotes the medium-term advancement of the University
- Achieving carbon neutrality by 2030 through investment and systemically changed behaviours
- Implementing efficient resource management practices together with revenue growth and diversification strategies to support the institution's financial stability and growth
- Making better use of space to reduce depreciation and premises costs, and modernise remaining space to create contemporary work environments.

### What actions will we take to achieve this strategic priority:

- Ensure that undergraduate class sizes comply with minimum viable guidelines
- Consolidate space usage for University operations across the Hamilton campus, reducing the overall footprint by removing buildings and upgrading the space that is retained
- Ensure that space utilisation and expansion in Tauranga matches demand
- Progress the University's seismic strengthening and upgrade programme
- Optimise on-campus delivery through efficient timetabling
- Continue to invest in initiatives that reduce the University's carbon footprint and provide long-term cost savings for the institution
- Ensure better coordination between University, Divisional and School strategies to ensure efficient use of resources, systems, and processes
- Develop greater transparency of income streams to promote sustainable practices in research, administration and teaching
- Encourage greater efficiency and flexibility in administrative processes to ensure timely and effective support for research, teaching and operational activities.



## APPENDIX 1

### Statements and Plans relevant to the Strategy

- Academic Plan
- Disability Action Plan
- Financial Plan
- International Plan
- Investment Plan
- Learner Success Plan
- Pacific Strategic Plan
- People Plan<sup>1</sup>
- 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

<sup>1</sup> A People Plan will be developed in the first half of 2025.





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