



UNIVERSITY OF OTAGO

School of Business

STRATEGIC PLAN

2004 - 2006

VISION

We will be in the top business schools of the world and collaborate internationally.

MISSION

The University of Otago School of Business is committed to advancing business and research and to delivering research based learning to our undergraduate, postgraduate and executive students in such a way as to enrich the commercial, economic, cultural and social development of New Zealand and its wider international community. We believe that this mission is best achieved in a supportive community of scholars.

VALUES

Our mission is founded upon our core values of integrity, excellence, creativity, compassion and equity.

GUIDING PRINCIPLES

- Our programmes will fulfil the needs and expectations of undergraduates, postgraduates and life-long learners through their excellence, distinctiveness and relevance.
- Our research will be characterised by its quality and rigour.
- Our culture will be one of cooperation and collaboration with a common purpose that unites us.
- We are committed to developing our relations with Māori as Partners under the Treaty of Waitangi
- We will ensure distinctiveness in our graduates through

The 'Otago Experience' – '*Sapere Aude - Dare to be Wise*'

- We will provide an environment for staff and students that is challenging, motivating, rewarding and exciting.
- We will develop mutually beneficial relationships with our stakeholders.
- We are committed to developing internationally and to benefiting our staff and students through internationalisation.

ASSUMPTIONS

- The Departments of the School of Business will collaborate to implement this strategic plan under the leadership of the Dean.
- The School will have a slow growth rate during the period of the plan reflecting a slow growth rate in the overall population. There will be an increasing proportion of Māori and Pasifika students in the population. There will be differential funding for Māori and Pasifika students from the Statement of Tertiary Education Priorities strategy.
- The University will not cap student numbers in the period of the plan.
- Research funding during the period of the plan will be influenced by the PBRF to a limited extent to 2005 then increasingly so after that. Research funding available externally will increase. Research funds within the university will be allocated on a more strategic and competitive basis. Research funding will be more focussed on themes, teams and collaborative efforts.
- Postgraduate funding will grow at a greater rate than undergraduate funding from Government.
- In line with international trends, taught postgraduate courses and post experience education will provide the greatest growth areas in New Zealand.
- The TEC (Tertiary Education Commission) will pursue strategies of a rationalisation of business degree offerings in New Zealand and collaboration between universities.
- There will be continued internationalisation of business schools globally. There will be 'alliances' of schools offering products across the PIM (Program in International Management) and other business school networks.
- Student demand for majors of the School should remain relatively stable in the longer term. There will be an increase in business subjects as minors or support subjects to other degrees of the University. The BCom will continue to be the main undergraduate offering within the School.

OUR STAKEHOLDERS AND OUR COMMITMENTS TO THEM

1. Students

We foster student development. We do this through providing courses and programmes of a world class standard, informed by the best contemporary research and taught by motivated teachers.

2. Staff

We recognise that people are the School of Business' most important resource and we are committed to employing excellent staff and providing them with a stimulating working environment. We encourage the highest quality research and scholarship to increase knowledge and understanding for the benefit of society. We uphold the principle of academic freedom of all staff and students to engage in open enquiry and public discourse in an environment of mutual respect.

3. Partners to the Treaty of Waitangi

We recognise the special significance of the Treaty of Waitangi and of the partnership relationship embodied in the Memorandum of Understanding between the University and Ngāi Tahu. We commit to the principles of the Treaty and to actively supporting the Ngāi Tahu vision:

Tino Rangatiratanga – “*mō tātou, ā mō ka uri ā muri ake nei*”
(Tino Rangatiratanga – “*For us and our children after us*”)

We encourage greater Māori participation in the School and will commit to the achievement of our Māori students and staff.

4. Pasifika

We are committed to recognising the increasing importance of Pasifika peoples in New Zealand. We will ensure linkages of all our strategies and actions with our Pasifika stakeholders.

5. Alumni

We are committed to a lifelong relationship with School of Business alumni through active programmes of outreach and involvement, and the provision of life-long learning opportunities.

6. Network Partners

We are committed to being active participants in a worldwide network of high quality business schools, linked in common teaching, learning and research purposes and endeavours.

7. Business, Government and the Community

We will be a source of outstanding graduates for New Zealand and for the international community. The School of Business will be valued for the world-class quality of its research, and for the contribution of its research to business, and to the public and not-for-profit sectors. We will be a community partner within the Otago/Southland region and recognised by our government as a leading provider of cutting-edge research and education, and as an efficient manager of resources.

The Strategic Plan of the School of Business

1. Teaching

- GOAL:** To provide courses and programmes at the undergraduate, postgraduate and continuing education levels that are internationally recognised for their excellence and rigour, for motivated staff teaching in a student friendly environment, for teaching informed by the best contemporary research, and for the encouragement of life-long learning.
- OBJECTIVE 1** To evaluate and improve undergraduate success indicators (student satisfaction, as expressed in anti-calendar, student class representatives and the students and graduate surveys; and the rate of graduate placement, as measured in the graduate destination survey).
- OBJECTIVE 2** To evaluate and improve postgraduate success indicators (completion rates, completion times, satisfaction with supervision, increase in number of students, student publications).
- OBJECTIVE 3** To evaluate and improve success indicators for Māori students at both undergraduate and postgraduate levels.
- OBJECTIVE 4** To evaluate and improve continuing education programmes (including the MBA) to the point that they are self-funding.
- OBJECTIVE 5** Through external reviews, to benchmark teaching programmes against the above goal.
- Initiative 1** Establish a process for regular review and development of the curriculum for all papers offered (including the number of papers offered) in the School of Business.
[Timeframe: Immediately, then 2 year review. Responsibility: Associate Dean (Academic) & Heads of Departments]

- Initiative 2 Compose profiles of the core knowledge and intellectual, technological, and presentation skills that will characterise the School of Business graduate, and the supplementary knowledge and skills that will define graduates in each of the specialist majors offered in the School (to satisfy, employers' and students' needs).
[Timeframe: immediate & ongoing]
Responsibility: Heads of Departments & Faculty, with overall responsibility resting with Associate Dean (Academic)]
- Initiative 3 Obtain funding for School of Business student scholarships (for all programmes, and for all target populations, including Māori and Pasifika students).
[Timeframe: 2005 & ongoing]
Responsibility: Associate Dean (Academic), Director of Administration & the Dean]
- Initiative 4 Evaluate the potential for incorporating a School of Business-wide postgraduate workshop (incorporating social, research methods & ethics components, perhaps with others) as a part of the postgraduate programme.
[Timeframe: 2005 – 2006]
Responsibility: Postgraduate Programmes Committee, Associate Dean (Research)]
- Initiative 5 Establish (and fill) within the School the position of Kaiawhina Māori to develop, coordinate and deliver learning support and related services for Māori students.
[Timeframe: 2005]
Responsibility: Associate Dean (Academic) & the Dean]
- Initiative 6 Collect and analyse data relevant to Māori student success, and develop and provide structured learning support services for Māori students.
[Timeframe: 2005 & ongoing]
Responsibility: Kaiawhina Māori, Department Māori Liaison representatives; Associate Dean (Academic)]
- Initiative 7 Increase the internationalisation of student learning, develop dedicated funding for student exchange programmes, and increase the number of students on international exchanges by 10 percent per year.
[Timeframe: 2005 & 2006]
Responsibility: Heads of Departments, the Dean]

- Initiative 8 Examine the practicability and value of implementing conjoint degrees or other new teaching initiatives with international partner institutions.
[Timeframe: 2005 – 2006
Responsibility: Associate Dean (Academic), Undergraduate Programmes Board, the Dean]
- Initiative 9 Develop systems to foster communication with and amongst alumni.
[Timeframe: 2005
Responsibility: Director of Administration, Marketing & Communications Coordinator, the Dean]
- Initiative 10 Conduct a strategic review of the School of Business MBA and executive education programmes to determine the appropriate target markets, programme offerings, resourcing, leadership and staffing, and pricing to achieve the School's teaching goal and the self-funding objective.
[Timeframe: 2005
Responsibility: dedicated Working Party, Associate Dean (Academic), the Dean]
- Initiative 11 Evaluate the impact of the Tertiary Education Commission's possible rationalisation of business degree programmes and, if appropriate, explore the practicability and value of undertaking collaborative teaching initiatives with other New Zealand business schools.
[Timeframe: 2005
Responsibility: Associate Dean (Academic), Heads of Departments, the Dean]

2. Research

- GOAL:** To enhance and champion research excellence at all levels in the School.
- OBJECTIVE 1 To target, recruit and improve the retention of high-calibre academic staff.
- OBJECTIVE 2 To elevate research productivity, priority, profile and performance.
- OBJECTIVE 3 To improve the ratings of the School of Business and constituent departments on PBRF and other recognised measures of research excellence to establish the School as the highest-rating business research school in New Zealand.
- OBJECTIVE 4 To expand the Māori component of the School's overall research profile by improving the recruitment and retention of high calibre Māori academic staff and by exploring avenues for research connected with tangata whenua/iwi.
- Initiative 1 Establish workload models that encourage and recognise research excellence.
**[Timeframe: 2005
Responsibility: Heads of Departments, Associate Dean (Academic) & the Dean]**
- Initiative 2 Develop a strategic plan to achieve improved ratings for the School in the 2006 and 2011 PBRF rounds.
**[Timeframe: immediate & 2005
Responsibility: Research Committee, Associate Dean (Research)]**
- Initiative 3 Seek dedicated scholarship funding for Masters and PhD students.
**[Timeframe: immediate & ongoing
Responsibility: Associate Dean (Academic), Director of Administration & the Dean]**

Working party proposed Strategic Plan submitted October 7, 2004

- Initiative 4 Create, institutionalise and vitalise School-level research and teaching colloquia for staff and postgraduate research students.
[Timeframe: 2005
Responsibility: Associate Dean (Research), Research Committee, Associate Dean (Academic)]
- Initiative 5 Explore means of reducing contact time for existing papers, develop a maximum teaching contact hours policy for research-active staff, and establish the maximum contact hours for each full-time, confirmation-path academic staff member.
[Timeframe: 2005
Responsibility: Associate Dean (Research), Associate Dean (Academic), Heads of Departments]
- Initiative 6 Develop minimum criteria for staff research output, establish clear research output objectives for research-active staff, and monitor the achievements of staff in meeting minimum criteria and individual research objectives.
[Timeframe: 2005
Responsibility: Research Committee, Associate Dean (Research), Heads of Departments]
- Initiative 7 Participate in, influence, and lead academic and related professional organisations.
[Timeframe: immediate & ongoing
Responsibility: Staff, Heads of Departments]
- Initiative 8 Investigate the potential for establishing a Māori Business Research Centre, establishing a Māori business incubator unit in partnership with Ngāi Tahu, or securing funding for and implementing other initiatives that would promote research on Māori business and attract Māori scholars.
[Timeframe: 2005
Responsibility: Associate Dean (Research), Heads of Departments, Kaiawhina Māori, the Dean]
- Initiative 9 Seek dedicated funding for a “visitors fund” to host world class visitors from industry and academia, and establish a system and policies for targeting, recruiting, hosting, & maximizing value received from funded visitors.
[Timeframe: immediate & ongoing
Responsibility: Associate Dean (Academic), Associate Dean (Research), Director of Administration & the Dean]

- Initiative 10 Develop targets and ensure the representation of Māori at targeted levels in colloquia (Initiative 5) and visitors (Initiative 10) programmes, and similar programmes at School and Department levels.
**[Timeframe: immediate & ongoing
Responsibility: Associate Dean (Research), Heads of Departments]**

3. School – Department Relationships

- GOAL:** To clarify, and improve the understanding and acceptance of the relationship between the academic departments and the School of Business.
- OBJECTIVE 1** Define the role of the School *vis-à-vis* individual academic departments.
- OBJECTIVE 2:** Develop staff commitment to the School of Business, and enhance the organisational culture through improved leadership, communication and internal marketing.
- Initiative 1**
- 1.1 Undertake an independent, internal examination of the current school-departments structure, relationships and responsibilities in all areas (including administration, service provision, teaching, research, and university & external relations); and then
- 1.2 prepare a report and draft revised constitution for the School, defining the proposed structure, relationships, and responsibilities for the future, together with a proposed constitutional process for consideration of the draft; and then
- 1.3 submit the draft constitution through the Dean to the constitutional process for consideration, consultation, any amendment, adoption and eventual implementation.
**[Timeframe: 1.1 & 1.2: 2005; 1.3: 2006
Responsibility: dedicated Working Party, the Dean]**
- Initiative 2**
- Develop a supportive academic leadership philosophy and style, and a leadership culture and practices that recognise, celebrate and reward the research, teaching, professional and other relevant accomplishments of existing staff.
**[Timeframe: immediate & ongoing
Responsibility: the Dean & Heads of Departments]**

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- Initiative 3 Improve internal communications to widely publicise and acclaim staff, students' and alumni achievements.
**[Timeframe: immediate & ongoing
Marketing & Communications Coordinator; the Dean]**
- Initiative 4 Hold Divisional Assemblies twice per academic year, and additionally as required for specific issues (eg: EQUIS, AACSB), to ensure full communication, discussion, understanding and commitment on matters of interest to staff.
**[Timeframe: 2004 onwards
Responsibility: the Dean; Marketing & Communications Coordinator]**
- Initiative 5 Establish a programme of School social functions, to occur at least three times per academic year at times and venues accessible to all staff.
**[Timeframe: 2004 onwards
Responsibility: Marketing & Communications Coordinator]**
- Initiative 6 Publicise the creation, jurisdiction, and details of working parties and other consultative groups, ensuring all staff are aware of how to make their views known; and ensure that output from working parties and other consultative groups are widely disseminated in interactive forums such as Divisional Assemblies, seminars and special presentations.
**[Timeframe: 2004 onwards
Responsibility: the Dean, Marketing & Communications Coordinator]**
- Initiative 7 Evaluate the potential of a School-wide mentoring programme for staff.
**[Timeframe: 2005
Responsibility: the Dean, Associate Dean (Academic), Associate Dean (Research)]**