



Manaakitia te Rito

The Unitec Renewal Strategy 2019 - 2022

Our context

- Te Whare Wānanga o Wairaka (Unitec) is a community rich in whakapapa; its whenua and people.
- In *Manaakitia te Rito, the Renewal Strategy 2019-2022*, Unitec's Purpose and Strategic Priorities puts learners and communities at the heart of what we do.
- The foundation of our Renewal Strategy is our commitment to Te Noho Kotahitanga, the partnership and principles which express our commitment to Te Tiriti o Waitangi and underpins the values and kaupapa of our organisation.

Our context

- Our shared Unitec and Māori Success strategy vision recognises that achieving parity for Māori and priority groups will improve the success of all our learners.
- Unitec's focus on successful renewal will not only manaaki the success of our learners and our wider communities but also strengthen us as we navigate upcoming sector change and better understand what it means for all of us.
- He waka eke noa - we are all on the same waka contributing to the success of our learners and Unitec.

Our vision

Manaakitia te Rito

**Sustaining growth and success,
fulfilling promise and potential**



Our purpose

*Led by Te Noho
Kotahitanga we manaaki
the success of our
learners and communities*

Our values



E whakarite ana te Whare Wānanga o Wairaka ki te pūtake ake o te rangatiratanga o te Māori me ngā mātauranga Māori.

Unitec accepts the principle that Māori have authority over and responsibility for all teaching and learning relating to the Māori dimensions of knowledge.



E whakarite ana te Whare Wānanga o Wairaka ki te mana o tena, o tena, ki te noho kotahi, ki te puaki i tona ake reo, ki te whakamahi i ngā rawa mo ngā iwi katoa.

Unitec believes that each partner has a legitimate right to be here, to speak freely in either language, and to put its resources to use for the benefit of all.



E whakarite ana te Whare Wānanga o Wairaka ki te kaitiakitanga o ngā taonga mātauranga.

Unitec accepts responsibility as a critical guardian of knowledge.



E whakarite ana te Whare Wānanga o Wairaka kia tau he ngākau māhaki i roto i ngā mahi katoa.

Unitec affirms that a spirit of generosity and co-operation will guide all its actions.



E whakarite ana te Whare Wānanga o Wairaka ki te whakanui i ngā taonga tuku iho o ngā ao e rua, a hikoi ki mua. Ko te Māori me te Pākehā e mahi tahi ana mo Te Whare Wānanga o Wairaka.

Unitec values each partner's heritage and customs, current needs and future aspirations. Māori and Pākehā working together within Unitec.

Our direction

- Unitec as a large vocational and professional educational provider in the Auckland region, provides for the educational needs of its local communities and employers by offering a wide range of industry and community-connected courses and qualifications from Level 1 to Master degrees.
- We provide learners with the educational support they need to successfully study and achieve the employment and community outcomes they seek.
- Unitec is focused on the changing population profile and the future of work in Auckland.

Our direction

- Māori and Pacific learners are rapidly growing groups and we are committed to achieving parity in successful outcomes. This requires a step change throughout Unitec including our governance and leadership approach.
- Under 25s are entering a world which requires advanced digital skills and preparation for jobs yet to be created.
- International learners connect us to a global network and become highly skilled immigrants addressing critical workforce shortages across New Zealand.

Our direction

- Key areas of scale and expertise where there are growing employment opportunities in Auckland include:
 - Business, finance and professional services
 - Computing and services
 - Construction and infrastructure
 - Health and wellbeing
- Additional areas targeted for growth in Auckland include:
 - Creative industries and arts
 - Education and training
 - Environmental sciences
 - Manufacturing and services
 - Transport and logistics

Manaakitia te Rito

Our purpose, strategic
priorities and values

THE TAKITAHİ WEAVE

The woven representation of the Unitec Renewal Strategy is called 'Takitahi' - to weave over one strand, then under the other strand. Takitahi is a symbol that represents synergy, cohesion and strength. Each and every strand - and each of our values and goals - needs to be woven together in unity to create the weave.

Improve the success of all learners, achieving parity for Māori, Pacific and under 25s by 2022, enhancing international learner success and serving the educational needs of West, Central and North Auckland communities

RANGATIRATANGA

*Authority
and Responsibility*

Build a financially sustainable organisation to invest in the future with an operating surplus by 2022

KAITIAKITANGA

Guardianship

Led by
Te Noho Kotahitanga
we manaaki the
success of our learners
and communities

NGĀKAU MĀHAKI

Respect

Provide high quality learning, teaching and applied research to develop work-ready lifelong learners and return to Category One status

MAHI KOTAHITANGA

Co-operation

Engage and inspire staff so they are proud to work at Unitec and are equipped with the capabilities to support quality learning

WAKARITENGA

Legitimacy

Strategic Priority 1:

Improve the success of all learners, achieving parity for Māori, Pacific and Under 25s, enhancing international student success, and serving the educational needs of the West, Central and North Auckland communities

Key Actions

- Implement success strategies for priority groups
- Build staff capability in priority areas
- Engage meaningfully with the communities we serve

Supporting Strategies

- Māori Success Strategy
- Student Success Strategy
- Pacific Success Strategy
- Under 25 Success Strategy
- International Success Strategy
- Waitākere Strategy
- Partnership Strategy

Goal

- Improved success for all learners and parity for Māori, Pacific and Under 25s learners

Strategic Priority 2:

Provide high quality learning, teaching and applied research to develop work-ready lifelong learners and return to Category One

Key Actions

- Improve relevance and quality of academic portfolio
- Embed effective academic structures and consistent processes
- Strengthen research foci

Supporting Strategies

- Academic Portfolio Strategy
- Teaching & Learning Strategy
- Academic Quality Action Plan
- Research Strategy

Goal

- Return to Category One to be highly confident in Educational Performance and highly confident in Self Assessment

Strategic Priority 3:

Engage and inspire staff who are proud to work at Unitec and are equipped with the capabilities to support quality learning

Key Actions

- Foster a diverse, inclusive, values-based culture based on the values of Te Noho Kotahitanga
- Foster professional currency and capabilities of all staff
- Foster the wellbeing, health and safety of our people

Supporting Strategies

- People Strategy
- Wellbeing Strategy
- Health & Safety Strategy
- Diversity & Inclusion Strategy
- Sustainability Strategy

Goal

- All staff are proud to work at Unitec and are highly capable

Strategic Priority 4:

Build a financially sustainable organisation to invest in the future with an operating surplus by 2022

Key Actions

- Grow student enrolments and revenue streams
- Implement a rolling 3 year plan to reduce expenditure to enable a sustainable operating surplus
- Implement property strategy and realise debt

Supporting Strategies

- Financial Sustainability Plan
- Investment Plan
- Property Strategy
- Asset Management Strategy
- IT Strategy
- Marketing Strategy

Goal

- An operating surplus by 2022 to invest in the future of Unitec

Educational Performance Indicator Targets

Year	Actual 2018	2019	2020	2021	2022
Unitec (%)					
Course Completion	81.7	82	83	84	85
Qualification Completion	54.4	55	56	58	60
Student Retention	71.6	72	73	75	75
Student Progression	30.1 tbc	tbc	tbc	tbc	tbc
Employment / Further Study	85	86 tbc	87 tbc	89 tbc	90 tbc
Māori (%)					
Course Completion	72.4	72.3	76.3	81.3	85
Qualification Completion	46.4	48.5	52	56	60
Student Retention	62	65	68.5	72.5	75
Student Progression	33.5	tbc	tbc	tbc	tbc
Employment / Further Study	90	-	-	-	90
Pacific (%)					
Course Completion	69.6	71	75	80	85
Qualification Completion	43.3	46	50	55	60
Student Retention	56	60	65	70	75
Student Progression	33	tbc	tbc	tbc	tbc
Employment / Further Study	82	-	-	-	90



Manaakitia te Rito

The Unitec Renewal Strategy 2019 - 2022