
To	Academic Board	From	Glenn McKay – Tumu + Executive Director Student Success
Title	‘Manaakitia Te Rito’ Unitec’s Renewal Strategy 2019 -2022	Date	2020 / 03 /26

Recommendation/s

That the Academic Board;

1. Approves Unitec’s Manaakitia Te Rito Renewal Strategy

Purpose

The purpose of this report is to seek retrospective approval of Unitec’s Manaakitia Te Rito Renewal strategy although it has already been approved by the Commissioner in November 2019.

Background

In July 2018, Unitec introduced our Renewal Plan which was developed to create a more sustainable operating model and structure for the long term. The plan identified three key priorities:

- A renewed focus on core business – work ready graduates and lifelong learners
- Success of our priority groups – Māori, Pacific and Under 25 years old’s
- Commitment to West, Central and North Auckland Communities

The Renewal plan was based on the principles and values of Te Noho Kotahitanga and a core purpose that ‘we enable better futures for students, communities and public and private enterprise’. In order to achieve the above the following four critical success factors were identified:

1. Highly employable and enterprising lifelong learners
2. A more highly skilled innovative and enterprising NZ work force
3. Engaged and inspired staff equipped with capabilities for our future
4. A financially sustainable Unitec

The Renewal plan was designed and delivered in a fashion that Unitec could immediately respond to some of the significant challenges it faced. These included a significant decline in EFTs, Independent Financial Advisors appointed, our Council dissolved and a Commissioner appointed.

In early 2019, having managed to somewhat stabilise the institution Unitec set out to design and develop a longer-term strategy. As part of the design process, Unitec sought to include staff voices in the development. As such, Aronui 2019 (Focus event) was utilized to raise significant issues facing the institute and to also seek staff input into the future direction of Unitec. Following on

from the address of our Commissioner Murray Strong and Interim CE Merran Davis, staff where given the opportunity to participate in workshops where two questions were asked:

1. What does a student-centered and community-focused Unitec mean to you?
2. As a tertiary institution what do we want to be recognised for?

Themes from staff feedback included but are not limited to the following:

Unitec's role in serving the community

- Building resilient communities
- Meaningful partnerships with the community; understanding wants and needs
- We are a community together
- We are here to serve our community

What students need

- Enhanced student services
- Catering for differing needs for students
- Inclusion and diversity – target priority groups
- Subjects with different needs/support
- Early intervention for struggling students

Unitec's approach

- Flexibility of delivery and communication and engagement
- Responding to students needs in a timely way.
- Easy access to support, staff & services
- Empathy and development; quality pastoral care

Unitec's priority services

- Adaptive & flexible teaching
- What are our learners needs; this changes quickly; needs to be convenient for students.

Renewal Strategy

Considering the above and the aspects of the previous Renewal Plan, Unitec's Manaakitia Te Rito Renewal Strategy was approved by the Commissioner in November 2019. As per the previous Renewal Plan, the Manaakitia Te Rito Renewal Strategy is also founded on the principles and values of Te Noho Kotahitanga further cementing the institutes commitment to Te Tiriti o Waitangi and the ideals of partnership. Having a shared vision between both the Māori Success Strategy and Unitec Renewal strategy which puts the learner and communities at the heart of what we do is essential to building a sustainable institute. Having consulted with staff, leaders across the institute and community groups the Renewal Strategy identifies four key priorities:

1. Improve the success of all learners, achieving parity for Māori, Pacific and Under 25s by 2022, enhancing international success and serving educational needs of West, Central and North Auckland communities.
2. Provide high quality learning, teaching and applied research to develop work-ready lifelong learners and return to Category One status
3. Engage and inspired staff so they are proud to work at Unitec and are equipped with the capabilities to support quality learning
4. Build a financial sustainable organisation to invest in the future with an operating surplus by 2022

When the Renewal Strategy was confirmed in late 2019 there was wide support from staff that we should be achieving parity for Māori and priority groups. However, there was further concern as to how this will be achieved without an increase in funding. As such, it is noted a step change is required throughout Unitec including our governance and leadership approaches to the above. It should also be noted that there are a number of underlying strategies that will provide support for these overarching priorities. These include but are not limited to:

- Māori Success Strategy
- Pacific Success Strategy
- U25 Success Strategy
- International Strategy
- Waitakere Strategy
- Teaching and Learning strategy
- Academic Quality Action Plan
- People Strategy
- Wellbeing Strategy
- Investment Plan
- IT Strategy
- Marketing Strategy etc

Finally, the Renewal Strategy takes a whole of Unitec approach, based on our strengths we aim to ensure our learners and the communities we serve are fully supported and are able to achieve academic success, employment and community outcomes as they so seek. A whole of institutional approach is critical to achieving these successes and to ensure the overall sustainability of the institution as we prepare for unprecedented change as a result of sector reforms.

Consultation

- Commissioner
- Executive Leadership Team
- All staff
- Rūnanga
- Fono

Executive Sponsor

Glenn McKay – Te Tumu, Executive Director Student Success

Contributor

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Attachments

<https://thenest.unitec.ac.nz/TheNestWP/wp-content/uploads/2019/11/Manaakitia-te-Rito-2019-2022.pdf>