Academic Support Operations
Action Plan 2020

Unitec Priority	Team Priority	Action and Timing
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	*Embrace the learners for the best possible start with a focus on their own successful future*	• Project Waharoa • Deliver phase 2 of Change of Enrolment initiative • Increase staff capability & competency in interacting with students from our Priority groups and diverse backgrounds • "It's cool to korero" • Ngā tauira whakapōtae • Learning space upgrade • I see Me embedding
Provide high quality learning, teaching and applied research to develop work-ready lifelong learners and return to Category One status	*Best practice' focus to contribute toward a Category 1 Culture of Excellence*	• Deliver our core business well • Kotahi wairoro - Consistent tool for Operational proceses in use and available to partners • Mystery shopper • UniBot • Timetabling ownership
Engage and inspire staff so they are proud to work at Unitec and are equipped with the capabilities to support quality learning	*Staff are connected to Unitec, it's learners, how they contribute to their success & are well supported*	• Celebrate our success • Improve staff engagement to 85% • Refined communication & interaction • Induction quality survey • Operations Leadership team • Bridge the gap • Engagement action plan delivery
Build a financially sustainable organisation to invest in the future with an operating surplus by 2022	*Manage to budget and proactively support growth opportunities with a focus on quality delivery & accountability*	• Deliver phase 2 of Fees & Admissions Policy refresh • Project retention • Achieve budget

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Action	Detail	Responsibility	Delivery Partners	Timeline
• Project Waharoa	• Focus on welcoming an applicant at the virtual gates of Unitec and guiding them through to enrolment improving our conversion of applicants to enrolled students. Supporting efficiencies in prioritisation and processing through propensity modelling.	• Dan Brady	• Viv Merito	Phase 1 – Dec '19 - Apr Phase 2 – Apr – Nov
• Deliver phase 2 of Change of Enrolment initiative	• Embed required changes from updated Fees & Admissions Policy	• Chantelle Daniels		Jan - June
• Increase staff capability & competency in interacting with students from our Priority groups and diverse backgrounds	• Provide educational opportunities and embed into ADEP's focus on catering for Priority groups & applicants with diverse backgrounds, including a specific Specialist for Māori applicants in the large programs	• Jenny Ingram-Tung		March – July
• "It's cool to korero"	• Putting in place, as a standard, Māori greetings & farewells for verbal and written communication - internally & externally (including those from a CNX)	• Dan Brady	• Viv Merito • Toni Rewiri • Antonio Montano	Jan – April
• Ngā tauira whakapōtae	• Move from "Applying to Graduate" to "Apply to attend Graduation ceremony"	• Chantelle Daniels	• Simon Tries • Annette Pitovao	Feb – Dec
• "I see Me" embedding	• Embed the approach & learnings into how we operate	• Jenny Ingra-Tung	• Clint Hill	Jan - May
• Learning space upgrade	• Learning spaces upgrades to match Unitec teaching models	• Hung Ngo		
• Deliver our core business well	• Ensure Operating Rhthym (coaching, quality, Operating instructions, ADEP's and communication) is delivered	• Dan Brady		Jan – Dec
• Kotahi wairoro - Consistent tool for Operational proceses in use and available to partners	• Single source of truth in a consistent format – used by Operations staff and available for our partners (transparency).	• Chantelle Daniels	• Hamish Martin (TBC)	Jan – Oct
• Mystery shopper	• Unknown person proceeding through the application & enrolment process assessing its student centricit and effectiveness.	• Jenny Ingram-Tung		May – August
• UniBot	• Exploring opportunities to use Artificial Intelligence to suport improvements in timely responses and freeing capacity	• Chantelle Daniels	• Dila Beisembayeva • Antonio Montano	Jan – Oct
• Timetabling ownership	• Reduce the burden on academic staff and reduce the risk of delivery for Operations by empowering the TTO and establishing an emphasis on partnership & confidence	• Hung Ngo	• Nick Sheppard • Katie Bruffy	Jan - March

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• Celebrate our success	• Group, business function and personal recognition of living the Unitec values, delivery, successes and positive student impact – embed values awards and celebrate publicly & privately	• Jenny Ingram-Tung		Jan – Dec
• Improve staff engagement to 85%	• Build on the 2017-2019 positive scores and improve the engagement through specific engagement action plan delivery	• Dan Brady		Jan – Dec
• Refined communication & interaction	• Revisit the interaction and communications approach with staff through the engagement action plan and deliver improvements to best communicate meaningfully with staff.	• Hung Ngo		Feb – March
• Induction quality survey	• Assess the quality of the Induction plan and onboarding of staff through a qualitative survey.	• Jenny Ingram-Tung		March – July
• Operations Leadership Team	• With changes to the structure and vacancies, put in place the appropriate leadership (trained and supported) to support staff to deliver	• Dan Brady		Jan – April
• Bridge the gap	• Reduce the functional tension within Academic Support Operations teams as well as between Academic delivery through greater understanding of each other priorities and pressure points – leadership and front line partnership, i.e. With lecturing staff.	• Dan Brady	• Nick Sheppard • Heads of School	Jan – September
• Engagement action plan delivery	• Development and delivery of action plans corresponding to areas identified in Engagement Survey.	• Dan Brady		Jan - April
• Deliver phase 2 of Fees & Admissions Policy refresh	• Embed the operational process and procedural changes resulting from the Fees & Admissions Policy refresh in 2019.	• Chantelle Daniels		Jan – June
• Achieve budget	• Deliver to budget, capture opportunities for cost saving as well as account for any further funds approved.	• Dan Brady		Jan - Dec