

Enrolment & Academic Operations Action Plan 2021

Manaakitia te Rito Priorities	Unitec Priorities	2021 Actions	2021 Targets
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 Tāmaki Makaurau	To reinforce our Manaakitia te Rito kaupapa by further embedding our culture of 'learners at the centre', including progress towards Māori and Pacific and U25 parity achievement	<ul style="list-style-type: none"> Ensure all staff undertake Te Noho Kotahitanga workshop and/or agreed alternatives or progression, and embed our values into daily practice Embed Success Strategies and "I See Me" initiatives, including professional development badges for all staff Deliver phase 2 of Change of Enrolment initiative Embed Ngā tauira whakapōtae Bridge the gap 2.0 	<ul style="list-style-type: none"> Improved learner NPS Te Noho Kotahitanga and/or other approved PD options from ADEP Plans completed Improved staff satisfaction and engagement Improved learner retention, completion and progression rates – 2021 parity targets met
	Understanding the range of learner journey profiles at Unitec	<ul style="list-style-type: none"> Mapping the various learner journey profiles, in collaboration with Te Pūkenga 'Akonga at the Centre' workstream 	<ul style="list-style-type: none"> Design and communicate a response to the wide range of learner journey profiles – to improve overall learner success
	Deepen and grow partnerships with community, industry and iwi	<ul style="list-style-type: none"> Enable achievement of Waitakere Strategy 	<ul style="list-style-type: none"> Industry and community engagement sought & undertaken Graduate success rates lifted

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Provide high quality learning, teaching and applied research to develop work-ready lifelong learners	High quality learning, teaching and research, including commitment to academic quality, embedded in our best practice culture	<ul style="list-style-type: none"> • Further embed academic quality and maintain a 'best practice' culture • Quality conversations • Student support capability • Deliver our core business well 	<ul style="list-style-type: none"> • 2021 Student NPS 'Teaching & Learning' target no less than 2020 • 2021 Research targets and outputs met • Embed and improve on academic quality
	Contribute to and explore opportunities arising from RoVE	<ul style="list-style-type: none"> • Engage proactively with all Te Pūkenga • Supporting opportunities to partner with Te Pūkenga & subsidiaries 	<ul style="list-style-type: none"> • Early adoption of RoVE initiatives and Te Pūkenga workstreams
	Progress renewal of academic portfolio and programme/portfolio investment plan	<ul style="list-style-type: none"> • Operational readiness for new product offerings 	<ul style="list-style-type: none"> • Improved enrolments and industry satisfaction • Achievement of programme SSC and QCR targets

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Engage and inspire staff so they are proud to work at Unitec and are equipped with the capabilities to support quality learning	Ongoing development of staff capability	<ul style="list-style-type: none"> Embed a whole-of-organisation approach to professional development including Unitec wide development priorities Whaimōhio me pā kaimahi Recruitment for Maori and Pacific Wellbeing 	<ul style="list-style-type: none"> Quality ADEP Plans and Reviews completed within timeframes Achievement of required staff PD badges Engagement score for each team is at a minimum of 85% Increase Māori and Pasifika in the workforce in Academic, Support and Leadership positions by no less than 2% Staff specifically report in the engagement survey that their wellbeing
	Enhance staff health, safety and wellbeing	<ul style="list-style-type: none"> Embed the Diversity and Inclusion and Wellbeing Strategies 	<ul style="list-style-type: none"> Improved results in relevant surveys, reduced sick leave
	Increase staff engagement	<ul style="list-style-type: none"> Visible inclusive leadership at all levels – one conversation at a time 	<ul style="list-style-type: none"> Maintain staff engagement at no less than 80% Maintain staff participation in engagement surveys at no less than 70%
Build a financially sustainable organisation to invest in the future with an annual operating surplus	Achieve budget	<ul style="list-style-type: none"> Ensure costs in line with revenue 	<ul style="list-style-type: none"> Budget achieved by year end
	Implement asset and property strategies	<ul style="list-style-type: none"> Embed asset management plans and progress the property strategy as appropriate 	<ul style="list-style-type: none"> Property footprint consolidated Renewals Programme implemented. Space utilisation improved.

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2021 Actions	Detail	Responsibility	Timeline
<ul style="list-style-type: none"> Ensure all staff undertake Te Noho Kotahitanga workshop and/or agreed alternatives or progression, and embed our values into daily practice 	<ul style="list-style-type: none"> Attend Te Noho Kotahitanga workshop Identify positive contribution & alignment to values of others through monthly recognition mechanism 	All Operations leaders	24/12/21
<ul style="list-style-type: none"> Embed Success Strategies and "I See Me" initiatives, including professional development badges for all staff 	<ul style="list-style-type: none"> Completion of 1 Professional development badge Attendance at "I see me" workshops and priority group forums 	All Operations leaders	24/12/21 24/12/21
<ul style="list-style-type: none"> Deliver phase 2 of Change of Enrolment initiative 	<ul style="list-style-type: none"> Deliver the CoE process changes Proactively engage APM's & respective support leaders to ensure a robust delivery & smooth implementation 	Jenny Ingram-Tung	1/08/21 15/07/21
<ul style="list-style-type: none"> Embed Ngā tauira whakapōtae 	<ul style="list-style-type: none"> Leverage off 2020 deliverable to ensure continued transition to "apply to attend Graduation ceremony" from "apply to graduate" 	Navnita Chand	1/09/21
<ul style="list-style-type: none"> Bridge the gap 2.0 	<ul style="list-style-type: none"> Staff to sit in on at least 1 lecture/ class/ student lessons Quarterly leadership catch up with HoS Attendance at School leadership team meetings Expo at EA Ops – Internal & External Ops team leaders to meet each month as a leadership group 	All Operations leaders Lead – Hung Ngo Edgar Rowland Edgar Rowland	1/10/21 1/04/21 1/05/21 1/09/21 15/02/21
<ul style="list-style-type: none"> Mapping the various learner journey profiles, in collaboration with Te Pūkenga 'Akonga at the Centre' workstream 	<ul style="list-style-type: none"> Review work from Student Success & Schools on student journey Design and communicate a response to the wide range of learner journey profiles – to improve overall learner success All Business units workshop journey profiles 	Jenny Ingram-Tung	1/05/21 1/07/21 1/09/21
<ul style="list-style-type: none"> Enable achievement of Waitakere Strategy 	<ul style="list-style-type: none"> Supporting UPC and operational processes. Ie. School visits, educating Minimize barriers, increase Information channels. Partner with Marketing targeting whanau influencers Review Waitakere Strategy at Group level Ensure adequate onsite support for Waitakere through engagement & support for public/ specific engagements. TTO: Support Waitakere Strategy by providing operational support partnering Supporting growth of micro credentials 	Sau Kraay Jenny Dubouzet All Operations leaders	1/11/21 1/04/21 1/04/21 1/07/21 1/05/21 1/04/21 1/04/21 1/06/21 1/08/21

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<ul style="list-style-type: none"> Further embed academic quality and maintain a 'best practice' culture Quality conservations Student support capability Deliver our core business well 	<ul style="list-style-type: none"> Improved Quality Assurance Report on 1:1s in monthly dashboard Providing data or input from partners to support 1:1 korero Feedback loop on Coaching Create safe space for staff to share badges Badge template to support 1:1 conversations Ensure Operating Rhthym (coaching, quality, Operating instructions, ADEP's and communication) is delivered 	<p>All Operations leaders</p> <p>All Operations leaders</p> <p>All Operations leaders Edgar Rowland</p> <p>All Operations leaders</p>	<p>1/07/21</p> <p>1/03/21 24/12/21 1/07/21</p> <p>1/05/21 1/04/21</p> <p>1/04/21</p>
<ul style="list-style-type: none"> Engage proactively with all Te Pūkenga Supporting opportunities to partner with Te Pukenga & subsidiaries 	<ul style="list-style-type: none"> Support secondment opportunities for Staff where practicable Provide feedback & input on areas of Subject Matter Expertise & actively engage Transparent approach with other ITP's & ITO's Actively progress harmonisation/ standardisation opportunities in Timetabling, Graduation, enrolment & reporting 	<p>Dan Brady All Operations leaders</p> <p>Operations Senior Leadership Team</p>	<p>24/12/21 24/12/21</p> <p>24/12/21 24/12/21</p>
<ul style="list-style-type: none"> Operational readiness for new product offerings 	<ul style="list-style-type: none"> Implementation of stakeholder input checklist prior to exec approval. Develop operational impact assessment for new products 	<p>Jenny Ingram-Tung</p>	<p>1/03/21 1/03/21</p>

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<ul style="list-style-type: none"> Embed a whole-of-organisation approach to professional development including Unitec wide development priorities Whaimōhio me pā kaimahi 	<ul style="list-style-type: none"> Complete all ADEP & badging requirements Skip level meetings Monthly 1:1 / Face 2 Face Team building Health and safety staff agenda for team meetings Educating staff about what PD is Aligning ADEP goals to values Unitec comms to be completed in team meetings Staff going into next tier level management meeting Staff to attend graduation (Volunteer) Partnering in schools (sit in lectures student lessons) 	<p>All Operations leaders</p> <p>Operations Senior Leadership Team All Operations leaders Operations Manager – Academic registry, Graduation & Student Finance All Operations leaders</p>	<p>24/12/21</p> <p>1/03/21 1/02/21 1/06/21 1/02/21 1/02/21 15/02/21 1/03/21 1/03/21 15/09/21 15/11/21</p>
<ul style="list-style-type: none"> Recruitment for Maori and Pacific 	<ul style="list-style-type: none"> Proactively use word of mouth and networks to promote awareness of and access to Māori & Pacific networks 	<p>Tara Roberts</p>	<p>1/05/21</p>
<ul style="list-style-type: none"> Wellbeing 	<ul style="list-style-type: none"> Self-assessment – understanding of when/ where work place assessments are required Complete & embed Flexible Working structure Ensuring staff are reassured of set for remote working Engagement Calendar – Staff event Celebrate our success Ownership of monthly values awards Increased recognition of staff 	<p>Astrid Pinto</p> <p>Dan Brady Susan Bowerbank Edgar Rowland Jenny Ingram-Tung Tara Roberts Jenny Ingram-Tung</p>	<p>1/04/21</p> <p>1/02/21 15/02/21 1/04/21 24/12/21 15/02/21 15/03/21</p>
<ul style="list-style-type: none"> Embed the Diversity and Inclusion and Wellbeing Strategies 	<ul style="list-style-type: none"> Each team review in team Meeting Invite H&S co-ordinator to attend & create relationship 	<p>All Operations leaders</p>	<p>1/04/21 1/03/21</p>
<ul style="list-style-type: none"> Visible inclusive leadership at all levels – one conversation at a time 	<ul style="list-style-type: none"> Wider business aspects communicated at fortnightly all of group hui Exec Directors & other Senior managers invited to present/ talk at group hui 	<p>Dan Brady</p>	<p>15/02/21 15/02/21</p>
<ul style="list-style-type: none"> Ensure costs in line with revenue 	<ul style="list-style-type: none"> Monthly review sessions with Finance Business Partner Compliance with financial policies & delegations - Critical assessment in decision making 	<p>All Operations leaders</p>	<p>24/12/21 24/12/21</p>
<ul style="list-style-type: none"> Embed asset management plans and progress the property strategy as appropriate 	<ul style="list-style-type: none"> Support Finance and Facilities Management to make informed decisions based on timely & reliable capacity & occupancy data. 	<p>Hung Ngo</p>	<p>1/07/21</p>