



UCOL

Te Pae Mātauranga ki te Ao
Universal College of Learning

KIA EKE PANUKU, EKE TANGAROA REACHING NEW HEIGHTS

Strategic Transition Business Plan 2021-2022
Preparing for Te Pūkenga



Drivers

This Plan is in response to expectations from the Minister of Education, the Tertiary Education Commission, and Te Pūkenga, with particular focus on:

Māori Partnerships and Equity

Ākonga at the Centre

Employer Aligned

Operating Model

Transition to Work Based Learning

Academic Delivery Innovation

Financial Stability

Future Operating Model

The Operating Model being developed by Te Pūkenga will be critical to our future.

The Te Pūkenga Charter makes it clear that meeting the needs of the regions throughout New Zealand is a high priority. The Future Operating Model must empower and support the regions to make decisions about delivery and operations that meet the needs of their communities, informed by their local relationships. Te Pūkenga and UCOL face the challenge of balancing nationally consistent levels of academic excellence and integrity while empowering communities to have a say and control of their direction.

UCOL's vision is to be the **Skills Engine** driving the economic and social development of the Central North Island.

What this Plan is about

This is a two year Transition Plan en route to the full implementation of Te Pūkenga, New Zealand Institute of Skills and Technology. By connecting employers and their teams with opportunities to increase and learn new skills that drive economic development, UCOL will be a highly valued partner. Major industries in our regions will benefit from a closer and deeper approach to collaborative arrangements that achieve both workplace productivity and smarter recruits. Community leaders will publicly endorse this approach and the contribution that this makes to regional economic prosperity and improved social outcomes.

Our staff will be equipped with the skills and resources they need to support learners before and while they work. This two year plan focuses on key strategic priorities that broaden and transition our capability and capacity as a high performing subsidiary in the Te Pūkenga network.

Why Now?

Amid a global recession and pandemic, we are transforming the contribution vocational education makes to our country's growth.

We will work for a future that radiates high value skills and wages, increased productivity and a growing economy.

Our journey will stretch boundaries. Employers and entrepreneurs will drive the skills that learners need. UCOL will enable the learning and learner support that will deliver smart workers and sought after graduates.



Our vision for 2023 is the outcome of an unbroken 120 year commitment.

UCOL's Heritage

Spanning over 100 years of vocational education experience, UCOL's roots began in 1892 in Whanganui, joined by Wairapara in 1896 and Palmerston North in 1902. Adapting to the growing needs of a young nation, UCOL's innovation and agility has a compelling track record.

The Wanganui Technical School of Design began with evening classes in art, geometry and machine/building construction. The Masterton Technical School teaching mainly chemistry, cookery, drawing and dress-making classes, and the Palmerston North Technical School offering evening classes in subjects such as English and electricity. The only national course in fellmongery and leatherworking was later offered in Palmerston North.

Our rich history includes creating New Zealand's first co-educational combined school in the Wairarapa in 1937, the first person of Māori descent to head a New Zealand Polytechnic, and employing the country's youngest polytechnic sector head who has returned as the inaugural Chief Executive of Te Pūkenga.



UCOL Today

UCOL in its many forms has been part of the community for more than a century. We are a proud example of a successful Institute of Technology and Polytechnic. We have a rich heritage and much to contribute to the future of vocational learning. UCOL is a valued and essential partner and is known for leading vocational education and training opportunities.

We provide vocational education to approximately 6,000 students each year. UCOL operates four campuses across Whanganui, Manawātū, Horowhenua, Wairarapa and satellite sites with an annual operating budget of \$51.2m. More than 30% of our students are Māori. Approximately 53% of our students are under the age of 25. We employ 435 staff, 57% of whom are involved in teaching our students.

Students are at different stages of their lives, some are finishing compulsory education; some are studying full time; some are moving into the workforce while others are employed either full-time or part-time. We recognise that this requires a range of solutions to suit individual learning journeys.



What will be different in 2023?

Te Mana Tiriti

- The principles of the Treaty of Waitangi will be evident in all decision making.
- The differences in achievement rates between Māori and other students will be significantly reduced.

Partnerships That Make a Difference

- Employers and businesses will see UCOL campuses as their space.
- We will work side by side with at least three ITOs to deliver the skills their industries need for future prosperity in the workplace.
- The Regional Skills Leadership Groups in our rohe will utilise UCOL facilities.
- At least two key industries/businesses in our rohe will sign MoUs with UCOL for skills building.
- Te Pūkenga will recognise Te Atakura as a national teaching/learning philosophy of choice.

An Institution for the 21st Century

- UCOL will continue to be financially sustainable.
- UCOL will be positioned to take a leadership role for the Central North Island.

All Our People Are Equipped for the New World

- All our tier 3 and 4 managers will be trained in leadership.
- All our teaching staff will be competent and comfortable with all modes of blended delivery.
- Our Capability Framework builds competencies for all our staff.
- Our ability to work with industry and employers will be enhanced.

Global Outreach and Globalisation

- UCOL will be a part of Te Pūkenga's International Education Strategy.
- UCOL will continue to be an institution of choice for international students.





Ngā Uara Our Values

The team at UCOL have developed a set of Values which reflect what's important to us. You can expect to see these Values in action at UCOL as we implement this Strategy.

Whanaungatanga **Relationships**

Connecting with people and establishing meaningful relationships built on trust and integrity is vital. Great relationships result in collaboration, partnerships and unity. At UCOL we embrace diversity and inclusivity of all people.

Kia Eke Panuku, Eke Tangaroa **Excellence**

Everywhere we look at UCOL we seek innovation and quality that defines us as a high performing institute. We strive for excellence in our programmes, our teaching methods, our resources and systems and processes. We want to see people excelling at what they do and are proud of what we achieve.

Te Huringa Whakaaro **Transformation**

Transformation requires inspiration, and bold, courageous behaviour. We take pride in being a part of the transformation that occurs in our students as they become successful graduates and alumni. UCOL is always looking at fresh ideas.

Kia Kakamā **Agility**

Agility is about us working in many different ways, being adaptable and agile in the way we work with others. Through engagement, empowerment and innovation we develop deeper understanding and discover new ways of achieving our goals.



Commitment to Te Mana Tiriti

Our commitment to Te Mana Tiriti is an integral part of this Transition Plan. However, our commitment goes beyond this Plan and is an essential component of all UCOL's planning and decision making now and in the future. To progress our commitment we have set some objectives and KPIs to guide and measure our growth over 2021-2022.

Strategic Objective 1

To measurably increase our understanding and application of Te Tiriti o Waitangi principals.

- KPI 1 We will align the findings of a gap analysis against Te Arawhiti Capabilities Framework to the UCOL Capabilities Framework by 30/06/21.
- KPI 2 We will complete Te Pae Tawhiti self-assessment and present an action plan to address any shortcomings to the Board for approval by 31/03/21.
- KPI 3 We will increase the number of staff progressing through the He Kakano Rua Cultural Competency Framework by 4% per annum.



Strategic Objective 2

To increase our Iwi Māori engagement.

- KPI 1 We will undertake an analysis of our Iwi Māori Engagement Strategy by 31/03/21.
- KPI 2 We will explore and co-design MOUs between UCOL's Iwi Māori and the UCOL Board by 31/12/21.



Strategic Objective 3

To increase Māori participation at levels 5-7 of the NZQF.

- KPI 1 The retention of Māori students in multi-year qualifications will increase by a minimum of 2% from Yr1 to Yr2, & Yr2 to Yr3 for 2021 to the beginning of 2022 (compared to the previous year, 2020 to 2021).
- KPI 2 Māori student course completion EPI rate will increase by a minimum of 2% each year.



Strategic Objective 4

Prepare students for employment with seminars and engaging internal experts.

- KPI 1 Employment outcome benchmarks and targets for Māori graduates across all programmes will be set in Q1&2 2021, with the implementation of a new dedicated Work Broker service.
- KPI 2 We will undertake pre-employment interviews with all taura self-identifying as Māori by 31/03/21.

Strategic Objective 5

Increase Māori staff numbers, in particular the areas of teaching and management roles.

- KPI 1 We will recruit a Senior Māori Academic and in year one run a pilot to embed Mātauranga Māori in relevant targeted programmes.
- KPI 2 We will have a 5% annual increase in Māori staff numbers in 2021.

Four Strategic Goals

#1

Partnerships That Make a Difference

Strategic Objective 1

To work with industry on shared intelligence, decision making and delivery.

- KPI 1 We will host two RSLG meetings and stakeholder forums on at least two campuses by 30/06/21.
- KPI 2 We will scope at least one example of a partnership, eg a "Wairarapa Health Education in the Community" model and present to the Board by 30/06/21.
- KPI 3 We will establish and sign MoUs with two key industry players to enhance the skills of their workforces by 30/09/21.
- KPI 4 We will establish welcoming workspaces for employers on two campuses by 30/06/21.
- KPI 5 We will identify and run pilots for collaboration with three TITOs by 30/09/21.
- KPI 6 We will meet all enrolment targets including TTAF by 31/12/21.
- KPI 7 We will ensure business intelligence is gathered regularly and curated in a CRM by 30/06/21.

Strategic Objective 2

To be recognised as an essential partner to businesses as they grow and upgrade their workforce skills to achieve diversity, productivity, and innovation.

- KPI 1 We will 'adopt an employer' with key UCOL staff across the organisation and report quarterly on the value achieved by 30/06/21.
- KPI 2 We will establish a process and baseline measure for measuring employer satisfaction by 31/03/21.
- KPI 3 We will develop a viable model for supporting employers to provide their employees and UCOL students work-based learning opportunities in the workplace by 31/12/21.

Strategic Objective 3

To be recognised as an active and influential partner with Te Pūkenga.

- KPI 1 We will be recognised as a national centre for APL by 30/06/21.
- KPI 2 We will identify Te Atakura initiatives as a national exemplar and through proactive engagement with Te Pūkenga's Partnership and Equity Team, initiatives are adopted as the pilot model for the sector by 30/06/21.
- KPI 3 We will be recognised as an exemplar of the key qualities Te Pūkenga is charged with in its Charter with embodying: Te Tiriti observance, delivery in the workplace, empowering a regional voice by 31/12/21.
- KPI 4 We will influence change and be seen as the representative institution for regional subsidiaries through active engagement with the CFO Group, Change Leadership & People Data, Te Pae Tawhiti, Academic Delivery Innovation Transition Pathway, and Partnerships & Equity.
- KPI 5 We will work towards two MoUs with other Central North Island subsidiaries.

#2

An Institution for the 21st Century

Strategic Objective 1

Our development is future focussed, right sized, financially and environmentally sustainable.

- KPI 1 We will present a financial strategy to the Board for approval by 31/03/21. The strategy will see a 100% investment increase in student enabled technology by 2022.
- KPI 2 We will identify property which is surplus to education needs and initiate a robust divestment process by 30/09/21.
- KPI 3 We will develop the UCOL 'Graduate Profile', defining all that is better, special and different about being a graduate of this place (and, as an exemplar for the Te Pūkenga Graduate Profile).
- KPI 4 We will have a minimum of 60% of all eligible staff teaching in each degree programme, engaged in applied research by 31/12/21.
- KPI 5 We will evaluate and redefine the Product Portfolio (qualification and other education and training profile); select up to five priority disciplines new to UCOL and complete initial enquiry for viability and regional economic development growth potential.
- KPI 6 We will achieve 2% additional cost savings from departments initiatives by 31/12/21.
- KPI 7 We will have a new Performance Review and Performance Management Framework in place for all employees by 31/12/21.
- KPI 8 We will align our communications with Te Pūkenga, communicating our success and achievements with our partners and stakeholders each quarter.
- KPI 9 We will undertake a Communications Audit with our staff and partners, and develop an action plan based on results to increase information flow.

Strategic Objective 2

To deliver blended learning that enables significant workplace-based, remote and campus learning to be successful across all UCOL programmes.

- KPI 1 We will present to the Board for approval a three year Blended Learning Delivery Project by 31/03/21.
- KPI 2 We will achieve a 15:1 EFTS: FTE ratio in the 30% of programmes delivered in a blended way by 31/12/21.

#3

All Our People Are Equipped for the New World

Strategic Objective 1

The UCOL Capabilities Framework is in place and engages staff in all roles.

- KPI 1 We will launch UCOL's Capability Framework including competencies for senior leaders, people managers, teaching staff, specialists and administrators by 31/12/21.
- KPI 2 We will ensure all current UCOL tier 3 and 4 managers are trained in essential leadership skills by 31/12/21. All new hires will be trained within six months of appointment.
- KPI 3 We will spend the equivalent of 2% of the 2021 payroll budget for staff capability enhancements by 31/12/21.
- KPI 4 We will induct all staff and ensure all new academic staff receive professional development by 31/12/21.
- KPI 5 We will develop and implement an interim Annual Salary Review Framework and goal setting process by 31/12/21.

Strategic Objective 2

The uptake of, and opportunities for, meaningful engagement with the student body improves.

- KPI 1 We will analyse the 'Tōku Reo - My Voice' student survey and opportunities for improvement (such as considering the embellishment of a student council) is explored.
- KPI 2 We will take stock of current student voice opportunities and prepare an options paper for ELT.

Strategic Objective 3

Work across the network to look at "apprenticeship degrees", and further explore and understand 'earn as you learn' delivery models.

- KPI 1 We will offer a minimum of two pilot programmes by 31/12/21.

#4

Global Outreach and Globalisation

Strategic Objective 1

Engage with stakeholders to ensure we are top of mind for opportunities in internationalisation.

- KPI 1 We will support and contribute to Te Pūkenga's International Education Strategy as it evolves.
- KPI 2 We will offer one programme off-shore in 2021.

Strategic Objective 2

Ensure that UCOL continues to be an institution of choice for international students.

- KPI 1 We will increase international EFTS by 5% each year after the borders reopen.
- KPI 2 We will align the talent needs of local businesses with the recruitment of international students by 30/09/21.

Implementation

This Plan has been prepared with input from our UCOL staff and stakeholders with the approval of the UCOL Board. The plan will be implemented in conjunction with existing plans, such as He Kākano Rua our Cultural Competency Framework, and our Teaching and Learning Strategy.

The Executive Leadership Team is responsible for leading the implementation of Kia Eke Panuku, Eke Tangaroa, empowering the entire UCOL whanau to realise our potential. The Plan will be flexible to the fast moving pace of Te Pūkenga and government reforms. The 2021 Opex and Capex budgets provide support for the implementation of this strategy. Actions and achievements will be tangible, well communicated and celebrated.



UCOL

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