

STRATEGIC PLAN 2016-2018



OUR MISSION

To build stronger communities through education, research and career development.

OUR VISION

We are proud to be a high quality institute of technology; with strong partnerships both in New Zealand and overseas, enabling us to compete in a global market.

We focus on delivering four major outcomes through our education and training programmes, research and commercial services:

- Creating a highly skilled and employable workforce;
- Helping to drive economic growth by increasing industry productivity and efficiency;
- Promoting individual and social wellbeing for our students and their communities; and
- Building an international education and training business.

We aim to be a great place to work, and will demonstrate the leadership, flexibility and adaptability needed to respond successfully to the changing needs of students, staff, employers and international customers.

Our success will be reflected through increasing the capability and employability of our students, the relevance of our products and services, the quality of our relationships (both in New Zealand and overseas), our contribution to improving the economic and social outcomes of our region, and the sustainability and effectiveness of our business and commercial models.

OUR VALUES

Working Together - *Mahi tahi*

Challenge and Innovation - *Whakaaro whānui*

Customer Focus - *Manaaki tangata*

Valuing People - *Whakamana i te tangata*

Taking Ownership - *Kia tika*

Improvement and Opportunity - *Kia tupu, kia hua*

Our Values

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Working Together *Mahi tahi*

We work collaboratively within and outside our organisation. We form partnerships, openly communicate, share expertise and try new things



Challenge and Innovation *Whakaaro whānui*

We are leaders, so we challenge ourselves and others to look for ways to do things better and to embrace innovation and achievement.



Customer Focus *Manaaki tangata*

Students and employers are our customers, along with colleagues in the organisation. We drive our organisation from their needs, and act with purpose, creativity and energy to exceed their expectations.



Valuing People *Whakamana i te tangata*

We treat everyone with courtesy and respect, without prejudice and valuing different perspectives. We involve and listen to others, and recognise them for their contribution; always acting with integrity.



Taking Ownership *Kia tika*

We are all responsible for the overall success of our organisation, and are accountable for our actions and results. We make quality decisions based on sound information and we learn from our mistakes in a 'no blame' culture.



Improvement and Opportunity *Kia tupu, kia hua*

We are committed to setting high standards and continually improving what we do. We are passionate about extending opportunities to students, employers and the wider community.

► Our Goals

OUR FIVE STRATEGIC GOALS ARE:



OUR GRADUATES ARE HIGHLY SOUGHT AFTER BY EMPLOYERS

Our students will be successful because they learn industry-relevant skills in innovative ways, in educational settings that reflect the 'real-world'. Increasing our portfolio of relevant, high quality programmes, will ensure that we strengthen our contribution to the economic and social wellbeing of our region, strengthen our national profile for specialist education and training, and enhance our reputation as an internationally-recognised education provider. Our teaching and learning practices, advanced facilities and leading-edge technologies will continue to be complemented by exceptional student support to optimise student choice and success.

WE HELP BUILD THE ECONOMY AND STRENGTHEN COMMUNITIES

We will continue to build our profile and influence to enable us to develop productive, collaborative relationships with industry, local government, international partners, community, and other tertiary education providers to further improve economic and social wellbeing. We will ensure that the organisations and businesses have access to the best graduates, and from a range of educational services and applied research that make a positive contribution. We will continue to take leadership roles in a variety of settings, strengthening relationships that improve outcomes, create efficiencies, and enhance performance.

WE ARE A LEADER IN INTERNATIONAL EDUCATION, ON- AND OFF-SHORE

Our expertise in export education and our focus on strengthened local and global alliances will enable us to continue to provide internationally-relevant, quality education services wherever they are needed in the world. By extending our organisational capability beyond the delivery of internationally quality assured programmes, on-shore and off-shore, to the successful management of off-shore projects and campuses, consultancies and joint venture activities, we will further strengthen our global brand.

WE ARE A MODERN AND FINANCIALLY SUSTAINABLE ORGANISATION

Our focus on financial sustainability, continued high performance, and modern facilities, technology and infrastructure will ensure we continue to deliver financial, social and environmental benefits for customers and the wider community. Our high-performing workforce demonstrates passion for education and the business of education. New learning technologies and environments will complement our teaching and learning practices to build our students' understanding of the work skills and workplaces of today and the future. We will continually improve our whole organisation for the benefit of our customers.

OUR RESEARCH AND COMMERCIALISATION DELIVER REAL-WORLD SOLUTIONS

We will continue to develop a vibrant and innovative research community with a reputation for high value impact and relevance to 'real-world' environments. Our approach to research and innovation will be globally connected, and will assist people to develop the skills to be naturally innovative and able to function across multiple disciplines to generate new value as responsible global citizens. This will lead to 'real world' impact that grows thriving communities and develops the economy.

Our Strategic Direction

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Our goals describe our response to the challenges and opportunities over the next three years. Our desired outcomes for each of our goals are outlined below.

OUR GRADUATES ARE HIGHLY SOUGHT AFTER BY EMPLOYERS

Our education is aligned with industry and employer needs.

- The industries we serve will rate Wintec as their preferred provider of graduates. This will be achieved by engaging with industry in the design and development of course material and delivery models that meet industry's needs.
- Employers across six of our focus sectors will view Wintec as a leading provider of training in the region. This will be achieved through co-developing programmes for the needs of those industries.
- We will play a leading role in the response to national skill shortages in the health, engineering, and ICT sectors through partnerships and collaboration within the Metro Group and other ITPs, schools and business.

We equip our students with the specialised knowledge, and soft skills they require to be successful in their chosen career.

- Our programmes will include real work-based experiences, through engagement with employers, which provides placements, projects and other forms of experiential learning.
- We will run blended delivery models in all of our programmes, which may include a face-to-face component and a mix of flexible learning options adapted to fit the needs of each sector.
- Our graduates will be recognised by employers for their combination of specialist and soft skills and the contribution this makes to the workplace. This will be achieved by embedding soft skills into all of Wintec's programmes and will be recognised in the Wintec Graduate Passport.

WE HELP BUILD THE ECONOMY AND STRENGTHEN COMMUNITIES

We contribute to national and regional economic performance, innovation and capability, and international initiatives off-shore.

- We work with regional stakeholders to address gaps in current provision through new product development that aligns with the skills and workforce needs of the communities we serve.
- We contribute to increased industry productivity and performance by building products delivering targeted workforce development, industry embedded research, and enabling accelerated knowledge transfer.
- We will pilot three rangahau (research) collaborations that will enable iwi organisations to drive enhanced economic performance, workforce capability and innovation capacity.
- We will increase regional workforce capability by having five community-based delivery sites operating across the region. These will be developed and delivered in partnership with local community organisations, iwi and industry.
- We will partner with industry to create commercial ventures that increase access to services for the region and enables business to better influence the development of workforce capability and accelerate knowledge transfer.
- Working with our international partners, we will deliver professional and vocational education, in response to international government policy which seeks to drive labour market growth and productivity.

We build regional networks of provision and community partnerships that improve social outcomes and greater equity of access to education.

- We will be the partner of choice for Waikato Tainui in delivering education to iwi, through the development of programmes that align with tribal needs and aspirations. This will be enabled through partnerships and commercial ventures with Māori businesses and iwi.
- More young people are engaged in education with clear pathways from school to tertiary to work. This will be achieved through designing and delivering enhanced National Certificate of Educational Achievement (NCEA) programmes, in partnerships with schools, across the vocational pathways.
- We will increase successful completions for Māori, youth, and migrants. This will be achieved by tailoring programme content, and delivery adapted to meet the needs of these three priority groups. Completion rates for Māori, youth, and migrants at Wintec will be increased year on year.
- We will ensure that a pathway of provision is available across the Waikato region. This will be achieved by creating clear pathways between education providers. Wintec will increase the number of formal agreements in place with local education providers regarding qualification equivalence and prerequisites.

WE ARE A LEADER IN INTERNATIONAL EDUCATION, ON-, AND OFF-SHORE

We lead the development of off-shore educational services, delivery, and consultation.

- International education providers and policy makers look to us as New Zealand's leading off-shore professional and vocational education provider. This will involve increasing the number of international delivery sites through collaboration and partnerships to increase our profile in selected markets, led by a dedicated offshore team.
- Our international delivery reflects the skills and experience needed in each of the markets we operate in. We will do this by customising products, delivery, and aligning teaching staff to ensure they reflect the needs of local markets, thereby increasing the number of international contracts Wintec wins in China and the Middle East.
- We will become New Zealand's leading ITP consultancy for the provision of international educational services in key off-shore markets, supplying commercial solutions for competency assessment, workforce planning and skills development, project and campus management, quality assurance, and curriculum development.
- Our experience in managing development programmes in emerging economies will enable us to secure new institution and government relationships leading to commercial and core education services opportunities.
- We will increase the number of Wintec staff engaged in the delivery of education and education services to off-shore markets. We will do this by expanding our programme of staff secondment and placements in China, the Middle East and the Pacific.

We are successful in the competitive on-shore international market.

- We will increase our international student population by expanding our degree and postgraduate provision and increasing participation across Wintec schools and centres.
- We will increase the number of students in pathways that start their study at their home institution and then complete at Wintec. This will be achieved by increasing our partnerships with institutions in China, South East Asia, and India.
- We will create beachheads into markets in Europe, Latin America, Japan and Korea by working with government agencies and other partners to increase Wintec's profile, using a structured market portfolio approach, to diversify our international student cohort.
- Customer experience will become a differentiator for Wintec in international markets, through ensuring our curriculum content and student support is customised to student needs by demand.
- International customer experience will be improved by increasing staff competence in teaching students from different cultures. We will improve staff competence in teaching international students by ensuring staff complete professional development opportunities to build the skills required to support international students.

WE ARE A MODERN AND FINANCIALLY SUSTAINABLE ORGANISATION

We are a financially sustainable organisation.

- Revenues will be higher than current levels in real terms through growing and diversifying our revenue sources via investment in off-shore and on-shore delivery, domestic provision, and an increased range of commercial ventures.
- We will efficiently manage our organisational resources to improve business process automation through the application of business intelligence tools, internal audit, risk management, and quality assurance frameworks.
- We will meet our stakeholders' expectations and return a sustainable surplus by growing and diversifying our revenue sources and increasing productivity.

Our facilities, technology, and infrastructure create an environment for leading edge teaching, learning, and research.

- Through continuing investment in technologies we will immerse students and staff in a technology environment that aligns with the best practices they will find in industry.
- On completion of our building programme we will be recognised for our state-of-the-art facilities that provide fit-for-purpose, modern, teaching and social spaces that encourage collaboration.
- We will increase student retention and completion through targeted support services to meet the differing needs of priority cohorts across delivery models and locations.
- We will ensure health and safety compliance while offering a work environment which supports creativity and innovation.
- We will increase the number of our staff who have been on, or will be in, a secondment or placement to industry; and we will increase the number of programmes with an industry teaching partnership element to ensure our staff are current and proficient.

OUR RESEARCH AND COMMERCIALISATION DELIVER REAL-WORLD SOLUTIONS

Our research and commercial activities deliver practical benefits to industry, community, and institutional partners.

- We will increase revenue from research through contract-based research, workplace based education programmes, and commercialisation of research outcomes.
- By developing a research-rich portfolio of postgraduate programmes to increase research degree completions, we will be seen as a leader among ITPs for research degree completions.
- Industry partners view us as their preferred research provider through our culture focused on providing research solutions specifically for employers and industry.
- Our staff will be aware of, and seek, entrepreneurial activities that can be commercialised through our subsidiaries, SODA Inc. and LearningWorks.
- We will attract additional commercial and industry partners to our research facilities, maximising our existing research investment.
- We will pilot three rangahau (research) collaborations that will enable iwi organisations to drive enhanced economic performance, workforce capability and innovation capacity.

► Our Focus Sectors 2016-2018



Our focus sectors are areas which are of significance to our region. They also can include areas of regional importance that have international application. We will continue our current provision in other areas, in addition to expanding or strengthening these priority areas.

These focus sectors will be advanced in a number of ways throughout the organisation, including academic development, business relationships, commercialisation, and employer and community engagement.

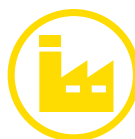
Our focus sectors were redefined as part of the 2015-2017 Investment Plan process, and updated to reflect changing demands, and shifts in Wintec's emphasis. By way of example, we have included a new focus sector around Information Communication and Technology (ICT), reflecting the Government's increasing emphasis on technology as a key driver of economic transformation. The focus sectors for the period of this strategic plan are:

1. Agritechnology / primary sector
2. High value manufacturing, engineering and trades
3. Business and finance
4. Health and social services
5. Creative, digital and design industries
6. Energy
7. Supply chain management and logistics
8. Information and communication technology (ICT).



AGRITECHNOLOGY / PRIMARY SECTOR

Recognising Waikato's pre-eminent position as New Zealand's leading dairy producer, we will use our education, training and research expertise in dairy production, food production and associated sciences to contribute to productivity improvement. Improving the business and management skills of personnel within the sector is another key aim. This will be achieved in the Waikato and, through partnerships, offshore. We will also explore the opportunities around environmental sustainability, and approaches to sustainable use of land and resources.



HIGH VALUE MANUFACTURING, ENGINEERING AND TRADES

A substantial proportion of New Zealand's manufacturing workforce is located in the Waikato. Major investment in land transport and energy infrastructure as well as value-add activities related to the region's primary industries mean this sector is regionally significant and predicted to grow significantly over the next three years. Simulation, automation and technology-enabled trades, manufacturing and engineering processes are requiring increasing levels of technical and technological capability in employees. The near and mid-term futures for Wintec will be driven by investment in new facilities and technologies within the Centre for Trades and Centre for Engineering and Industrial Design and a strong emphasis on extending provision for engineering-related qualifications at advanced diploma and degree level. This investment will cement our position as a leading edge provider of trade and engineering-related skills.

In order to do this, we will own the professional development for 'engineering technologists', and will lead the market by providing increased flexible delivery options, and content that is more relevant to real world working environments.



BUSINESS AND FINANCE

The Waikato economy comprises a large number of small and medium-sized enterprises (SMEs), iwi businesses, and emerging new businesses. Tertiary-level, flexibly delivered business programmes (with a focus on management and entrepreneurship), particularly at level 7 and above will be critical to the on-going viability and capacity of SMEs. This will contribute to raising New Zealand's productivity and growing regional and national economy. We will review current and future regional business needs (with a focus on SMEs) and better align our provision with industry requirements. We recognise the value of ensuring that business principles are embedded across a range of programmes and qualifications, and will investigate mechanisms to build this into new and existing products.



HEALTH AND SOCIAL SERVICES

Maintaining the health and well-being of an increasingly diverse and older population will require different models for health and social services. Our emphasis on preventive and community-based care is key to addressing the various health and social needs of the region. Projected long-term shortages of trained medical professionals and the need for cost and value efficiencies within the health sector are issues receiving national attention. The future health and social services workforce will need to engage with collaborative and multi-agency approaches and expanded practitioner roles, as well as utilise new technologies. We will engage with health and social services partners to deliver training, education and research that support the future direction of the sector.



CREATIVE, DIGITAL AND DESIGN INDUSTRIES

The region's economy and society is increasingly reliant on people who have capability in the areas of creativity, innovation and design. Digital technologies are implicit in many sectors of industry and are propelling innovation. The creative industries centre on visual, musical and written media. Many innovative businesses use integrated components of media arts technologies and thinking.



ENERGY

We recognise the current and potential contributions of the energy sector to the Waikato (and national) economy. The region's energy supply network is diversifying to include new and emerging forms of generation (including wind and bioenergy), while other forms continue to change and develop (hydro-electric, geothermal, solar). This diversification, utilising new technologies, requires Wintec to deliver education and training solutions to support sector innovations and the wider energy industry around energy generation, transmission and distribution. We will support research and workforce development in partnership with industry to ensure a coordinated approach to skills provision is taken both on and off shore.



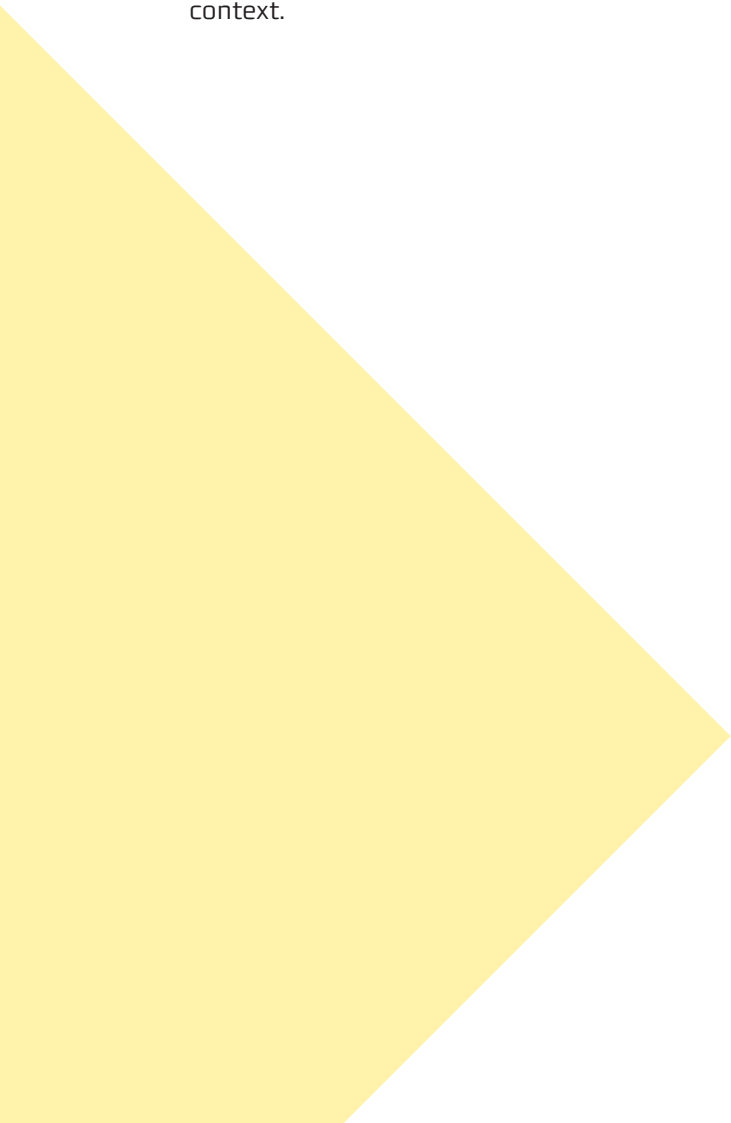
SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Hamilton has comparative advantages arising from its proximity to ports, rail and road arterials. This combined with anticipated demographic and economic growth and intended investment by Tainui will increase the demand for skills in this sector. Taking into consideration the importance of logistics and supply chain management to Waikato; the dominant position of Waikato in the nationwide logistics and supply chain sector; and the growth in the sector in Waikato in coming years, Wintec's strategy is to position itself as a leading provider of training to the sector. We will do this by developing partnerships with other Waikato providers to delivery content that is leading edge, and situated in the local context.



INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Identified as one of the Government's areas of national importance, and a national and international skills shortage, we recognise the importance of adopting ICT as a focus sector for Wintec. The Waikato region is home to a burgeoning ICT sector, with numerous highly successful technology focussed companies operating in the region providing a wide range of job opportunities for technological experts. Our response to the growing demands of this sector will include exploring new markets, domestically and internationally, and developing programmes to enable students to participate in an increasingly technologically focussed global workforce.



Drivers of Change

Our planning needs to position us to thrive in a market and policy context that is different from today. In particular, we need to respond to an environment shaped by changes to our region's population; our region's economy; the global competitive context; expectations from employers and students; and the continuing growth of digital technology.

A CHANGING DEMOGRAPHIC ENVIRONMENT

Over the next 30 years the population of the Waikato is projected to grow from 420,000 to about 520,000.

Our review of regional demographics indicates there will be only slight shifts over the next five years to the region's demographic and employment patterns. Changes to the region's profile, especially regarding youth and Māori, are well known and while significant over the longer term, the impact over the next five years is steady, but not substantial. Migration into the region is expected to remain relatively strong promoting ongoing population and economic growth of the region.

The Government's projections show a nationwide decline in the number of school leavers entering tertiary education over the next five years. However, the forecasts for our region show a much smaller drop during this time.

In addition, the population of New Zealand is ageing. This means that across the country both the number and percentage of people at older ages will increase. The number of people aged 65 years and over is projected to increase from around 550,000 in 2009 to one million in the late 2020s.

However, this trend differs markedly between regions. The population of Hamilton is predicted to remain younger for longer than other parts of New Zealand, while rural areas in the Waikato are likely to age faster than the national average.

Most Māori demographic growth will occur in the Auckland, Bay of Plenty and Waikato triangle. Within our region a large percentage of the population (21%) identify as Māori. This population is youthful (median age 23 compared to overall population median of 38) and continues to become more urban based.

Typically, Māori are under-represented in key educational indicators such as qualification attainment, transition into tertiary education and participation in Science, Technology, Engineering and Mathematics (STEM) subjects. They are also over-represented in unemployment and under-employment, which is aggravated by the youthfulness of the Māori population.

Waikato-Tainui has outlined its education strategy, which prioritises qualification achievement, fluency in Tainui reo and knowledge of whakapapa and connection to marae, for tribal members.

Opportunity exists to develop products that further enable Māori youth to progress into higher levels of study, and to enhance access through increasing delivery sites, significantly increasing employment and prosperity due to demographic shifts.

We will also provide skill and retraining to an ageing workforce which will need to remain in work (through choice or necessity) as they move through their careers. The Government is clear that it wants funding allocations to reflect the shifts in the student population across age groups and to take account of more lifelong learning through greater access to blended and on-line learning options.



A CHANGING REGIONAL ECONOMY

The Waikato is a major contributor to New Zealand’s economy, providing over 20% of the country’s exports.

While agriculture and primary industries remain our largest employers, there are other significant opportunities in manufacturing, engineering, construction, aged care, forestry, electricity and electro-technology and on-farm employment.

At the same time, our region remains one of small to medium enterprises. This means there is a trend for employers to rely increasingly on part-time, contract, and temporary workers who are inherently more agile, and responsive to changing employment demands. In addition, Māori employment is growing faster than all other ethnicities, albeit in lower skilled occupations.

We will continue to focus on Māori economic aspirations by engaging Māori youth in clear pathways from school to tertiary education to work, tailoring programme content for Māori, and developing delivery models adapted to meet the needs of Māori.

Our programmes will be responsive to the changing demands of the local economy, including content and delivery options that reflect the unique needs of the small and medium-sized enterprises (SME) sector.

THE CHANGING POLITICAL AND POLICY ENVIRONMENT

The Government is clear that New Zealand’s tertiary education sector plays a key role in helping drive the development of a skilled workforce and a productive and innovative economy.

In this regard, the system is a key part of the Government’s economic transformation agenda. As a result, Government priorities prescribe a tertiary system that provides improved access, achievement, and outcomes, while also becoming more efficient. This means a policy environment which seeks education that contributes directly to improving labour market outcomes and increased collaboration across the Institutes of Technology and Polytechnics (ITP) sector. The likelihood of increased government funding is minimal, and suggests that some further mergers and acquisitions are likely in the sector. At the same time, the relaxation of expectations about regional delivery means there is increased opportunity to deliver programmes in other centres.

This will see us continue our strong emphasis on student success, including increasing participation among those under 25, and achieving parity of educational outcomes for Māori.

The Metro Group of ITPs will also continue to play an important sector leadership role, through the development of collaborative qualifications, services and delivery.

THE CHANGING GLOBAL CONTEXT

The global context for higher education is rapidly changing. Students and staff are more mobile than ever, and there is increased competition to attract and retain both. Institutions are investing to create global partnerships to achieve greater access to new markets. There is also a drive to increase integration with industry and to differentiate teaching and learning programmes through industry-based learning.

Our emphasis will continue to be on the internationalisation of Wintec as a multicultural and globally-connected organisation. It will be a priority to further build our capability and capacity for export education through our international partnerships; capitalise on our experience to both expand our delivery of programmes to international student markets in New Zealand; and develop a range of services and education businesses off-shore.

Where appropriate we will develop specific programmes for international customers and seek joint ventures to respond to these emerging needs.

THE CHANGING NEEDS OF EMPLOYERS

The clear trend is towards jobs that require post-secondary education (with some estimates suggesting that 70-80% of all jobs now require a post-secondary qualification). Yet some employers argue that higher education institutions are failing to provide 'work-ready' graduates. In particular, employers are looking for graduates with good social skills who demonstrate initiative, can communicate well, and work well with others. Surveys of employers internationally and nationally show that, in general, they believe tertiary education providers do less well at teaching 'soft-skills' compared to technical knowledge.

Our partnerships with industry in the design and delivery of programmes will continue to form the lynchpin of our engagement with the region. This anchors our product development activities in creating opportunities for students to spend their time in experiential learning, working on real world problems, and developing and practicing the 'soft-skills' sought by employers.



THE CHANGING EXPECTATIONS OF STUDENTS

Student expectations locally and globally are changing, becoming more sophisticated and discerning.

Students are looking for greater choice in the qualifications they study and greater flexibility as to when, where and how they study. Independent, technologically savvy students want self-directed learning experiences, while significant numbers of ‘second-chance’ learners seek individualised and targeted learning facilitation and support.

We will continue to move our culture to a customer-centric one by putting students and employers as customers at the centre of all of our initiatives. This will see further integration of our infrastructure, technology, and teaching and learning approaches to enable us to deliver a more effective experience for a diverse range of learners.

THE CHANGING DIGITAL ENVIRONMENT

The so-called ‘digital revolution’ is having an increasing impact. In particular, the use and interconnectedness of mobile networked devices has transformed a range of industries.

This ‘revolution’ is now reshaping education. While there will always be a need for physical campuses, digital technologies are changing the way education is delivered, accessed and supported. At the same time, the rapid increase in the availability of online content requires focus on value-added ways to deliver and support teaching.

We will continue to develop teaching practices that meet students’ individual needs and provide quality pastoral care and academic advice. We will be a regional leader in flexible delivery and in providing learning experiences for students using their choice of device; and individualised and targeted learning facilitation and support for ‘second chance’ students.

Wintec is a complex organisation, and we have ambitious goals and objectives. To succeed we will continue to use project management methodology, focussing on initiatives that are strategically relevant, institution-wide and cross-disciplinary, designed to improve our business and education practices and introduce positive changes in organisational behaviour.

Over the period of this strategic plan, we will continue our programme of organisational change, managed through our Connect programme. This will involve a range of cross-institutional, cross-functional projects being established to focus on specific activities that improve our capability and capacity to deliver on our strategic objectives.