

## MIT Strategic Plan 2011-2020

Our Purpose

***MIT transforms lives, organisations and communities through learning***

Our Vision

***MIT will be widely recognised as the leading ITP in New Zealand.***

In particular, we will be known for:

- our success in meeting Auckland's vocational education and training needs
- our success in meeting the needs of our students and communities
- the strength of our partnerships with community and other providers.
- the employability and progression of our graduates
- our innovation and entrepreneurship
- our success in contributing to improved productivity in Auckland

### **Mission**

MIT's mission is to deliver vocationally focussed tertiary education, research and technology transfer that ensures Auckland's economy, graduates, employers and communities have the capability and skills to achieve their potential.

MIT recognises that we have a special obligation to serve the people, communities and employers of Counties Manukau and that achieving significantly improved tertiary education outcomes in this sub region is critical to both our mission and to the future economic and social prosperity of the nation.

### **Strategy 2011-2020**

MIT will increasingly become a learning organisation that strives for continuous improvement in all that we do through enhancing our culture of analysis, benchmarking, reflection, courage to challenge existing paradigms and innovation.

### ***Meeting Auckland's Needs***

MIT's delivery and technology transfer services will increasingly be aligned to supporting economic transformation and improved productivity in the Auckland economy. This will require a much closer relationship with business leaders, peak bodies, government and local government agencies.

MIT must grow, diversify and distribute delivery to address gaps in current provision and to meet the predicted skills demand and tertiary education needs of Auckland. This will require the Institute to significantly increase delivery volumes to ensure that tertiary education rates in the wider City and in the central and southern sub regions in particular are increased to at least current national levels. This will include addressing gaps within central Auckland arising from the devolution of sub degree provision by AUT University and the centralisation/consolidation of private training enterprises.

This growth will be targeted to meet the needs of students and those of our wider community, particularly in terms of skills demand, delivery location and format. MIT is committed to improving participation rates for Maori, students under 25 and students with high literacy and numeracy needs.

Delivery partnerships are critical to MIT's mission. We will collaborate constructively in the coordination and delivery of provision in Auckland with our key partners in the Auckland Strategy for Tertiary Education: Unitec and Te Wananga o Aotearoa. This commitment will translate in the introduction of a large number of new initiatives over the 2011-16 investment cycles to improve participation, address gaps and improve efficiency. These new initiatives will include enhancing alignment with economic and social development needs, co-locating delivery, developing new delivery sites with major new multiprovider campuses in Albany and Manukau City Centre and smaller distributed campuses in Pukekohe and Rodney, expanding co-located delivery in Newmarket and the Auckland CBD, collaborative programme portfolio planning and curriculum development, new learning technology, new distributed delivery options and models, a number of initiatives to improve the school/tertiary interface, improve foundation education and to address challenges in particular communities such as Tamaki.

MIT is also committed to working with a range of Universities, ITOs, PTEs and Schools to improve the network of provision, effective programme access and transitions/pathways for students. This is likely to involve further co-location and coordination of delivery, enhanced transition pathways and potentially greater subcontracting of delivery.

### **Programmes and Delivery**

MIT will deliver a comprehensive portfolio of foundation, certificate, diploma, degree and taught post graduate provision that is closely aligned to meeting the skills demand and regional needs of Auckland and to supporting productivity improvements and economic transformation.

MIT will also strongly advocate for and implement Associate Degrees within our programme portfolio. These qualifications will include the technical requirements of traditional vocational diplomas but the analytical and problem solving capability more typically associated with bachelor degrees. These qualifications will have articulated pathways to full degrees.

MIT programmes will be taught by staff who are informed by current and future industry practice and who are expert in the teaching skills that link industry focussed curriculum and effective workforce participation. MIT is committed to recruiting and supporting staff to deliver both excellent teaching and effective technology transfer. This will require increasing our professional development support in technical and pedagogical disciplines, improving the effectiveness of industry engagement by all staff, providing appropriate learning technology and to developing enhanced partnerships between teaching departments and industry.

MIT's programme content and delivery will ensure that graduates have both the capability and competence required for immediate and future workplace performance and for progression to further education and training. This will also require ongoing strengthening of MIT graduate capabilities and new Institute wide programmes to embed leadership development, entrepreneurship, creative thinking and innovation across Institute activities. We will also ensure that our programmes and delivery provide opportunities for our graduates to gain international perspectives relevant to their disciplines.

Programme content and delivery will continue to be informed through increased partnership with industry whereby employers, individual practitioners and ITOs are much more closely

involved in our programme development and delivery and where we are more involved in research and leading edge technology transfer activities that drive productivity improvement.

MIT programme content will increasingly reflect Maori and Pasifika threads and ensure that graduates develop both an international perspective and an ability to work and live effectively in a multicultural environment.

New programmes will be introduced to address identified gaps in provision including certificate level security, retail and offender management, diploma level law, creative writing and performing arts and degree level sports and hospitality management. Additionally, MIT will fully explore the potential for new programmes or content to support development in the food technology, marine and bio technology sectors in conjunction with Unitec and potentially other metropolitan ITPs.

MIT will become a leader in the provision of high engagement blended learning with learning based around workplace practice and taught primarily by staff with continuing involvement in actual practice.

MIT will subcontract a limited volume of provision to private training establishments where there is absolute confidence that the delivery is consistent with MIT's quality expectations and where this enables a delivery mode that MIT could not otherwise offer efficiently. Sub contracted delivery will only be considered as an option where MIT's capacity to develop very high quality programmes is complemented by more flexible and efficient delivery options.

MIT is committed to increasing the proportion of graduates who gain qualifications at Level 4 or higher but recognises that the gaps in achievement from compulsory education in our region necessitates significantly increasing delivery volumes of Level 1-3 provision at MIT and in partnership with ITOs and PTEs.

MIT will enhance its national centres of excellence in maritime, refrigeration, heating and ventilation and air conditioning through intensive development, the implementation of distributed delivery models and advocating for sensible investment decisions where overlapping supply threatens the viability of this investment.

### **Success and Retention**

All MIT delivery will be predicated on high levels of student engagement. Programmes will be taught by staff who consistently demonstrate effective teaching practices, both in traditional delivery methods and when incorporating new learning technologies.

Qualifications and courses with success rates below 75% will be identified and reviewed to ensure that programme design, student entry, delivery and student support are consistent with best practice. Effective incremental continuous improvement processes will be implemented for all other programmes and courses. These commitments will require continuous programme review, redevelopment, professional development and enhanced student support.

Completion rates for Maori, Pasifika and students under 25 years old will be increased so that they are ultimately consistent with overall rates through effective teaching, student support, community engagement and the involvement of staff and community role models who reflect our ethnic diversity. Gaps in achievement rate for these focus groups will be significantly reduced during this plan period.

## **Secondary to Tertiary Transitions**

MIT will remain committed to enhancing successful transition from compulsory schooling to tertiary education. MIT must continue to enhance engagement with schools and additionally seek to engage with school students at an earlier stage. Improving engagement will require capability development and further curriculum alignment work.

The School of Secondary Tertiary Studies will continue to expand and to build on the excellent outcomes. We will also further enhance our support for technical provision and pathways within Schools and in Trades Academies as well as to build relationships between teaching staff in MIT and in Schools. We will also establish the MIT Centre for Multiple Pathways to identify and promote best practice in transition and progression for students.

MIT will continue to actively enhance Youth Guarantee provision through enhanced school and community engagement and ensuring that younger learners are effectively engaged in our teaching and learning.

## **Sites**

MIT's future delivery will primarily be centred at major campus developments located around the existing Otara site and the new Manukau City Centre Tertiary Campus. This will require the development of new facilities such as the Technology Park, relocation of some activities and the refurbishment of some of the older buildings on the Otara site in addition to the final design and staged development of a modern learning focussed campus incorporated into the public transport hub in the Manukau City Centre.

Access to tertiary education will also be improved through the further development of a network of distributed learning sites located adjacent to public transport in areas of high public activity. Existing MIT sites in Newmarket and Queen Street will be supported by the development of a new facility in Pukekohe. In addition, focussed delivery in particular disciplines will continue to be offered at smaller delivery centres located in local enterprise centres or adjacent to industry clusters such as the existing Pukekohe Motor Sport Centre, Floramax site for floristry provision, the New Zealand Maritime School and MIT's Highbrook Centre.

Through a blended delivery approach, MIT will increase the level of delivery and support that can be accessed on-line from the home, workplace, church or library. This will require ongoing capability development to support teaching departments to enhance on-line content, learn new teaching methods and to utilise learning management systems effectively. In support of this approach, MIT will continue to support customised delivery in employer's own facilities and will enhance our ability to deliver learning effectively in non-educational environments.

## **Community Relationships and Reputation**

MIT will be engaged very closely with stakeholders and will have a reputation for excellence across our wider community. This requires MIT to strengthen relationships with all of the diverse communities that are present in Auckland and to enhance our reputation.

MIT recognises that we must have a special relationship with Maori that honours Te Tiriti o Waitangi partnership commitments and ensures that the needs and aspirations of Maori are met. This key priority requires a strengthening of our capability to more effectively engage with the Maori community which will lead to increased participation and success rates for Maori students at MIT.

MIT also recognises that successful engagement with the Pasifika communities is essential to our mission. Successful initiatives in recent years will be continued and development of a Pasifika Centre as a focal point for community engagement and student identity and support as part of the Gateway Project will directly lead to increased participation and success rates for Pasifika at MIT.

In recognising the benefits of very strong relationships with Maori and Pasifika, MIT must also ensure that there are more effective engagement mechanisms with the Asian and European communities in the region.

MIT will develop a closer engagement with industry that is consistent across the institute and that occurs at multiple organisational levels, particularly through the establishment of a high level industry advisory group and enhanced engagements at departmental, programme and individual lecturer levels. Above all, MIT will ensure that programme delivery is informed through these relationships and MIT will act as an effective link between graduates and employers. This will include increasing the participation of industry in our programme delivery. Increasingly, this relationship will also see MIT developing capability in transferring technological developments and innovation to industry.

MIT will enhance its reputation within the wider community in Auckland and nationally by continually improving what we do and by ensuring that the wider community is aware of this.

### **International Education**

MIT will double international enrolment by 2020 through alignment of pricing, enhanced offshore relationships, marketing efforts and support of students in New Zealand.

### **Technology Transfer**

MIT is strongly committed to increasing our contribution to economic transformation and productivity through technology transfer. This will involve enhancing and applying MIT's expertise directly to challenges being faced by our industry, government agencies and community. This project will require some development of our people and systems to ensure that we offer customer focussed professional service in an effective and timely manner.

### **Organisation**

MIT is committed to being a high performing organisation that achieves the best possible outcomes for students, community and the economy within available resources. Systematic benchmarking, continuous improvement and financial prudence will be key drivers of quality and improvement for MIT practices.

MIT will ensure that its organisation structure and culture support the strategic vision. MIT will be entrepreneurial, flexible, responsive, effective and innovative. In particular, internal communication and an internal customer service focus will be enhanced.

MIT staff will be recruited, supported and valued as our most valuable resource within a culture that values high performance from all individuals and teams.

MIT is also committed to adopting best practice in capital asset management and will be fully implementing the initiatives identified in the MIT Capital Asset Management Improvement Plan.