Manukau Institute of Technology
STRATEGIC PLAN
2018-2023

MANUKAU INSTITUTE OF TECHNOLOGY
Te Whare Takiura o Manukau

CONTENTS

> **"The tapestry of understanding cannot be woven by one strand alone. Only by the working together of strands and the working together of weavers will such a tapestry be completed".**

MIT STRATEGIC PLAN
2018-2023

INTRODUCTION

The purpose of this Strategic Plan is to unite the MIT Community (council, staff, students, alumni and our families) and our external partners around how MIT should contribute to the social and economic development of Manukau and society more broadly.

The Plan sets out the changes MIT proposes to bring about in order to achieve that contribution. It assumes that MIT intends to grow as a highly responsive and successful Institution. This Strategic Plan will be a living, breathing document. The goals, objectives and targets will be recalibrated each year, looking forward five years. School and Service operational plans will be developed based upon this Strategic plan.

This document therefore is neither a door stop nor coffee table piece, but rather a plan for MIT to thrive and make an enduring contribution to its students and the communities we serve.

This Strategic Plan is based upon our guiding whakatauākī (proverb):

"The tapestry of understanding cannot be woven by one strand alone. Only by the working together of strands and the working together of weavers will such a tapestry be completed. With its

completion let us look at the good that comes from it and, in time we should also look at those stitches which have been dropped, because they also have a message."

 (Kaiākau Kūkupa "Papa Kū" Tirikātene)

The conceptual structure of the plan is based on three interwoven strands:

- **Kaupapa and Values.** The Kaupapa sets out MIT's overall reason for being. The Values guide our behaviour.

- **Themes.** These outline the big issues that MIT will be known for. They distinguish us from other providers. They underpin our teaching programmes, our research activities and our own internal operations.

- **Goals.** These specify what we propose to do. They include measurable objectives and targets, and strategies setting out how we will achieve the goals.

On 13 February 2019, the Education Minister Chris Hipkins released the Reform of Vocational Education proposals. The Manukau Institute of Technology has been, and will continue to be, an active participant in the reform process. We welcome the opportunity to pursue positive change. In the meantime, we are committed to ensuring that our students and external stakeholders continue to get the maximum value from quality tertiary education in South Auckland. We have prepared this Strategic Plan mindful of the pending reforms, and believe that its substance is relevant irrespective of the outcomes of the reforms. As such, this Strategic Plan will guide our activities while we are Manukau Institute of Technology, and will also guide our ongoing engagement with the reforms.

> **"People from all walks of life flourish at MIT, creating a rich tapestry of understanding and then spreading it out across the world".**

KAUPAPA

MIT exists to transform the lives of our students, their families and communities. We connect our students' hopes and aspirations to vocational education, job opportunities and career pathways.

We are the place for all people. Our commitment to Te Tiriti o Waitangi creates a foundation for an inclusive and culturally rich learning experience. Our relationship with our students is a lifelong connection of manaakitanga.

We celebrate and draw upon our diversity, which stems from being based in Manukau at the stern of the Tainui waka and in the heart of the Pacific. Our cultural traditions, languages, beliefs, and skills draw from many ethnic groups. People from all walks of life flourish at MIT, creating a rich tapestry of understanding and then spreading it out across the world.

OUR VALUES

The Values below identify what MIT holds to be important in how we go about our Kaupapa. While they are for staff to embody, it is hoped that they can also be imparted onto our students through the behaviours of our staff.

We get great results
and celebrate success.

MANAAKITANGA

We genuinely care for others.
So we make all people feel welcome through kindness, understanding and respect.
We make you feel appreciated by acknowledging your contributions.
All of which creates an environment where achievement can be nurtured.

WE ARE EXCELLENT

We aim for the top in everything we do.
So we push boundaries and exceed expectations. It's how we achieve excellent results and the reason we get to celebrate success.

We care for others
to nurture achievement.

We are genuine,
honest and down to earth.

WE ARE CONNECTED

We build valuable partnerships with individuals, industry and communities, where knowledge is shared and created without silos, fences or egos. When others talk, we really listen. We are open and approachable. We want our networks to-be strong and our relationships to be genuine and long-lasting.

WE ARE REAL

We admire people who are genuine and honest. Down to earth people who reflect the way we like to teach, with practical, hands-on learning that leads to real skills for real jobs in the real world.

We are connected,
open and approachable.

THEMES

Manukau Institute of Technology's Themes tackle major challenges facing New Zealand and the world. These Themes underpin our core activities. They will be built into our curriculum, be favoured in our choice of research projects, and be included in the topics of conversation with our external stakeholders. Being an organisation that also "walks the talk", the Themes also underpin how we operate internally as an organisation.

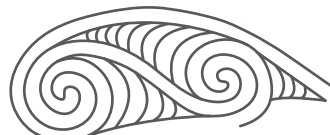## THEME 1: Orientation to the disrupted future of work

In a world of constant and rapid change, where jobs and industries are being disrupted, adaptability throughout one's working life is vital. MIT will help students develop their hunger for curiosity and lifelong learning. We offer to work with students in partnership to build the capacity to analyse, adapt and meet the challenges of employment, underpinned by a strong sense of ethics and an awareness of the impact changes have on people.

THEME 3: Commitment to Māori aspirations and Te Tiriti o Waitangi

MIT has a clear commitment to the advancement of Mātauranga Māori (Māori knowledge), Te Tiriti o Waitangi and the application of Ako Māori (Māori pedagogy). Success centres on mana-enhanced whānau, while in an urban context success may also include strong connections to iwi, hapu and marae-based collectives.
We promote Māori living and learning as Māori. A thriving, diverse Māori community raises social outcomes for all.

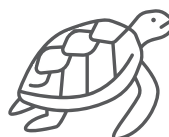## THEME 2: Dedication to diversity and inclusiveness

Workplaces across New Zealand are recognising the benefits of embracing diversity – within their staff, customers, suppliers and wider stakeholders. MIT has one of the most diverse student populations of any institute of technology in Aotearoa, New Zealand. Graduates from diverse backgrounds find themselves increasingly in demand.

Where ethnicity, religious belief, gender, lifestyle preferences, sexual and gender orientation and hardship factors have traditionally affected people's relationship with education, MIT is committed to shifting the dial.

THEME 4: Commitment to Pasifika aspirations

Pasifika success means becoming better people, true to one's values and connecting with others in meaningful relationships. MIT promotes an environment where respect is earned, service is paramount and leadership is developed – all critical to building thriving and successful communities. Success means recognising Pasifika culture, faith and values as genuine contributors to organisations and teams adding value and delivering better outcomes for students and their employers.

THEME 5: Commitment to Whānau, Communities and Workplaces

MIT recognises that families, communities and workplaces both support and benefit from a student's success. MIT graduates communicate, listen and work respectfully with people, they are engaged contributors, responsive to advances in thinking, they are committed to promoting a sustainable future, and they are innovative, creative and collaborative within their selected vocation or profession. Graduates with these capabilities create many of the social, cultural, technical, economic and environmental solutions that ensure we have a sustainable future.
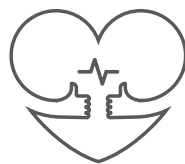
THEME 6: Focus on Sustainability, Safety and Wellbeing

MIT will be recognised as a champion of living and working in a safe and sustainable world, thereby promoting wellbeing. We interpret sustainability (environmental, financial, cultural etc.) as meeting the needs of people today without compromising the ability of future generations to meet their own needs. There is no area of life or work, and therefore no academic discipline or industry, which cannot benefit from sustainability, safety and wellbeing principles and methods. As such, MIT will integrate sustainability concepts and practices into all its educational, research and operational activities. This will provide our graduates with a competitive advantage as they seek employment or progression in a range of industries.

GOALS, OBJECTIVES & STRATEGIES

Goals state what MIT aims to achieve within a specified period. They are achieved through the implementation of Strategies. The Goals are defined by specific objectives with measurable targets. In some cases, these will require new or improved data collection methods, and these cases have been identified.

GOAL 1: GROW LIFELONG LEARNING

MEASURABLE OBJECTIVES AND TARGETS

OBJECTIVE 1
Increase domestic enrolments (SAC+YG)

2018 BENCHMARK 4,315 EFTS

2023 TARGET 4,764 EFTS
(2% per annum increase)

OBJECTIVE 2
Increase domestic enrolments - SAC Level 3 +

2018 BENCHMARK 3,724 EFTS

2023 TARGET 4,111 EFTS
(2% per annum increase)

OBJECTIVE 3
Increase domestic enrolments - first time at MIT

new

2018 BENCHMARK 821 EFTS

2023 TARGET 906 EFTS
(2% per annum increase)

OBJECTIVE 4
Increase domestic enrolments - school leavers

2023 TARGET 900 EFTS

2018 BENCHMARK 730 EFTS
(declining for 4 years)

OBJECTIVE 5
Increase domestic enrolments - re-enrolments (in same programme)

2018 BENCHMARK 1,457 EFTS

2023 TARGET 1,609 EFTS

OBJECTIVE 6
Increase domestic enrolments - progression (in new programme)

2018 BENCHMARK 654 EFTS

2023 TARGET 722 EFTS

GOAL 1: GROW LIFELONG LEARNING

MEASURABLE OBJECTIVES AND TARGETS

OBJECTIVE 7
Increase domestic enrolments - returned (after a break of ≥1 year)

2018 BENCHMARK
1,383 EFTS

2023 TARGET
1,527 EFTS

OBJECTIVE 8
Increase International enrolments

2018 BENCHMARK
1,024 EFTS

2023 TARGET
2,000 EFTS

OBJECTIVE 9
Increase conversion rates from applications to enrolments

2018 BENCHMARK
41%

2023 TARGET
55%

OBJECTIVE 10
Increase EFTS in postgraduate courses

2018 BENCHMARK
NEW MEASURE

2023 TARGET
600 EFTS

OBJECTIVE 11
Grow fully online offerings

% of programmes capable of being undertaken wholly online

2018 BENCHMARK
0%

2023 TARGET
100%

OBJECTIVE 12
Increase number of courses supported by an active LMS site

2018 BENCHMARK
22%

2023 TARGET
90%

OBJECTIVE 13
Improve student engagement with MIT

2018 BENCHMARK
NEW MEASURE

2023 TARGET
MEASURE AND TARGET TO BE ESTABLISHED

OBJECTIVE 14
Increase non-SAC teaching delivery

2018 BENCHMARK
NEW MEASURE

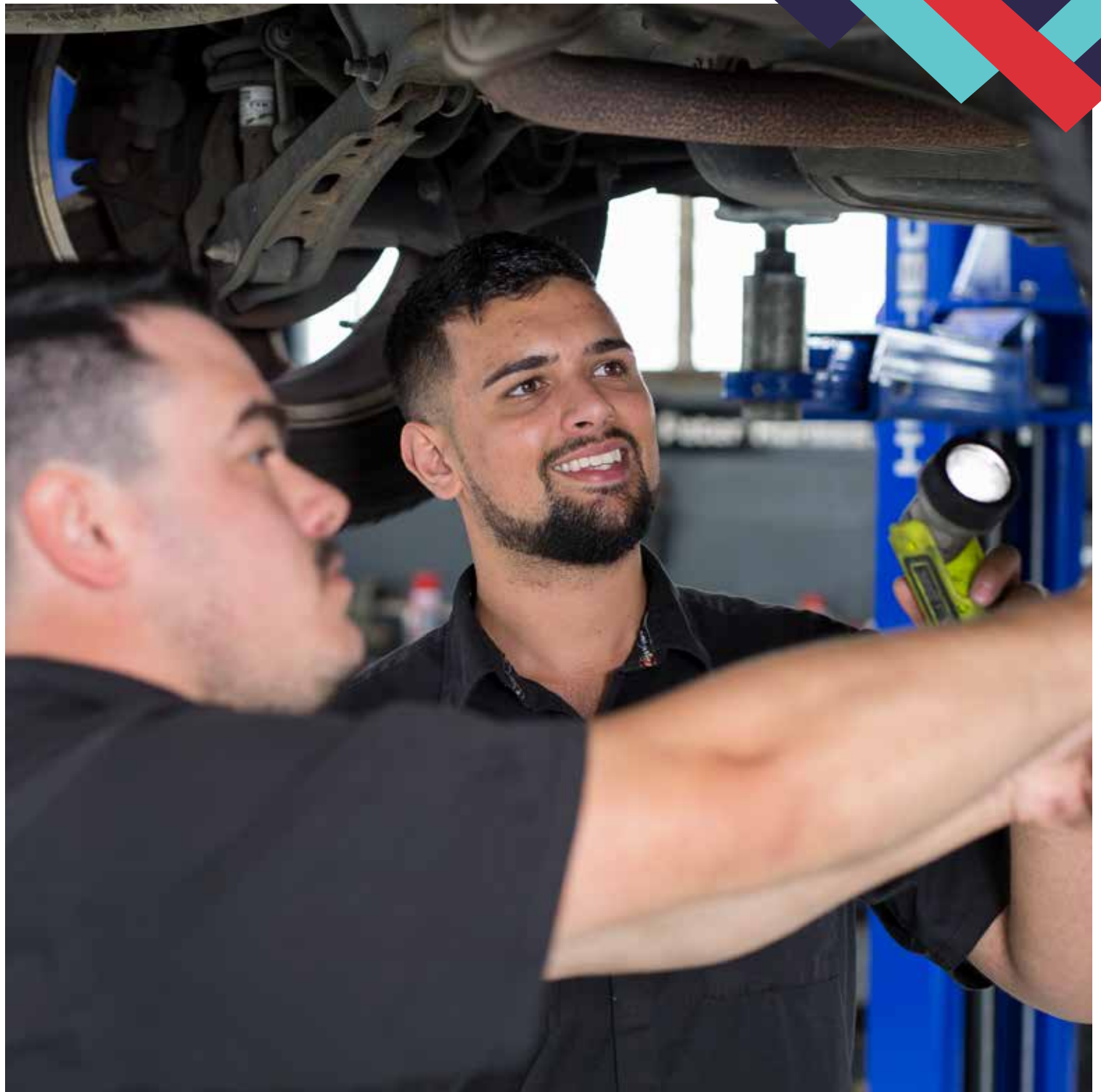**2023 TARGET**
25% INCREASE ON 2018 NON-BASE REVENUE

OBJECTIVE 15
Increase number of students supported by an active ePortfolio account

2018 BENCHMARK
577

2023 TARGET
5,000

GOAL 1: STRATEGIES
Grow lifelong learning

1. Boost secondary-tertiary pathways

MIT will strengthen its relationships with secondary schools by every MIT School having an engagement strategy. In addition to increasing school leaver enrolments into award programmes, MIT will increase pathway programmes (MITTA, SSTS, STAR) in a way that is compatible with MIT mainstream offerings.

2. Establish fleximode

MIT will reach new student markets by providing academic offerings online.
The availability of online course offerings will also enable flexible access for on-campus and in-work learners. MIT will enable students to engage with their studies when, where and how they want through expanded and smart use of learning technologies, in-work strategies and weekend and after hours use of MIT campus facilities.

To that end, all courses (or clusters of courses) should be supported through online sites that enable access to content, activities and collaboration. Each site should comply with one of two minimum standards: i) technology-supported delivery or ii) wholly online delivery.

3. Introduce postgraduate programmes

MIT will offer postgraduate coursework programmes under circumstances in which there is demand from domestic (online and on-campus) and international (on-campus) students; the proposed courses align with MIT's Themes and MIT academic staff have the capability to spearhead the development of high quality academic offerings. Moreover, providing postgraduate programmes with applied research projects will assist academic staff in building relevant research activities.
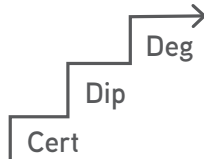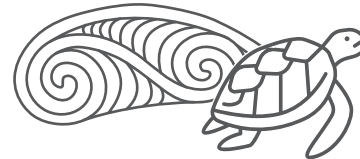
4. Staircase sub-degree programmes into degrees

Wherever practicable, sub-degree programmes will be designed to staircase into degree programmes with 100% credit recognition. This is in order to maximise progression pathways for students.

### 5. Introduce Māori and Pasifika programmes

MIT will provide programmes in a format dedicated to Māori or Pasifika student cohorts (such as the Bachelor of Nursing (Pasifika) in those areas where it is likely to improve successful outcomes.

In addition, MIT will launch a suite of Māori and Pasifika Language programmes.

6. Introduce micro-credentials

MIT will expand its suite of academic offerings by leveraging micro-credentials, especially through online and in-work modalities.
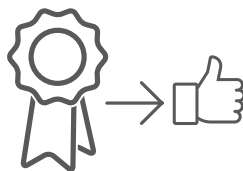
7. Promote recognition of prior learning (RPL)

MIT will provide RPL opportunities for its students. All RPL will be based upon robust learner authentication and assessment methods.

8. Increase international students

MIT will increase international student enrolments through greater alignment of academic offerings with immigration requirements and by expanding into targeted postgraduate programmes. In order to ensure that international students are provided with the best chance of academic success, targeted foundation programmes with embedded English language training will be provided.
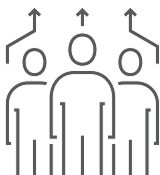
9. Promote policy settings for lifelong learners

MIT will work with policy makers and funders to encourage lifelong learning. Influence current policy settings to enable mature learners to study at tertiary level and receive similar funding and support as younger learners.

10. Embrace new projects

MIT will proactively engage with significant projects in the greater Manukau region that are likely to generate new jobs across a range of industry groupings. These are likely to be in the health and construction sectors.
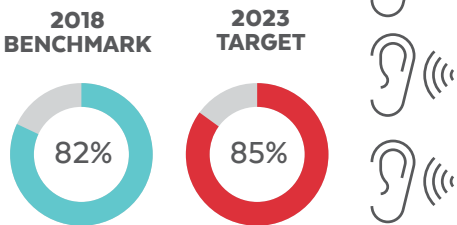
GOAL 2: RAISE LEARNERS' OUTCOMES

OBJECTIVE 1
Increase course completion rates overall

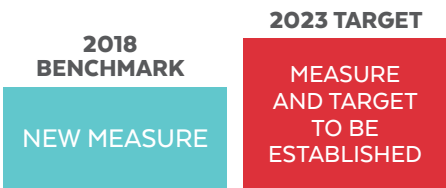| 2018 BENCHMARK | 82% |
| 2023 TARGET | 85% |

OBJECTIVE 3
Improve student referral rates

2018 BENCHMARK 82%

2023 TARGET 85%

OBJECTIVE 2
Achieve parity of course completions for Māori and Pasifika by 2022

2018 BENCHMARK		2023 TARGET
MAORI 9% below mean of all others (2017)	**PASIFIKA 12.3%** below mean of all others (2017)	**Māori at parity with all others. Pasifika at parity with all others**

OBJECTIVE 4
Reduce student complaints

2018 BENCHMARK 134 (2017 data)

2023 TARGET -20% Complaints reduced by 20% on 2018 benchmark

OBJECTIVE 5
Increase Alumni membership

2018 BENCHMARK NEW MEASURE

2023 TARGET 5,000 MEMBERS

OBJECTIVE 6
Improve longitudinal value of programmes

2018 BENCHMARK NEW MEASURE

2023 TARGET MEASURE AND TARGET TO BE ESTABLISHED
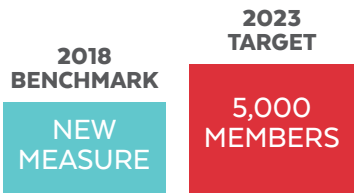
OBJECTIVE 7
Improve the quality of programmes

2023 TARGET 95%

≥95% unqualified external moderations

OBJECTIVE 8
Maintain MIT's status as a Category 1 Provider (2018-2023)

NZQA
CATEGORY 1
HIGHLY CONFIDENT

GOAL 2: STRATEGIES

Raise Learners' Outcomes

1. Improve the student journey

Students arrive at MIT with varying degrees of readiness educationally and logistically, and many with high external demands from family, work, financial or community obligations. MIT will acknowledge students' experiences and cultural backgrounds, help them connect and build meaningful relationships, ensure expectations are set well from the beginning and make it easier to find and ask for help.

MIT will ensure that each student's experience is personalised to their needs. We will use learner and learning analytics to inform evidence-based and targeted early support of students by staff and student peers. This will also entail building a respectful, transparent and ethical framework around the use of individuals' data.

2. Create a sense of belonging

MIT will create a sense of "belonging" to MIT through personalised learning, enhanced student presence and dynamic networks. This will include maximising the student's digital presence, sense of personal development (e.g. through Mahara) and professional networks (e.g. through LinkedIn).

For Māori and Pasifika students this starts with a welcoming and inclusive enrolment process, a warm pōwhiri and includes orientation sessions that include whānau, families and communities. It culminates with colourful and vibrant Māori and Pasifika graduation ceremonies which promote connections to students and their families and then links through to lifelong learning opportunities and alumni events and activities.

3. Enhance student representative system

MIT will assist the Student Council in enhancing MIT's student representative system. A strong system will promote student connectedness and manaakitanga. It will also help with the speedy and informal resolution of student concerns and suggestions.
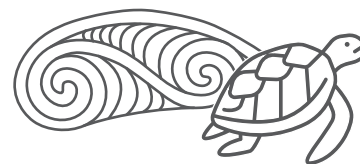
4. Promote Māori and Pasifika cultural responsiveness

MIT will improve cultural responsiveness in teaching and learning practices. This will include use of Māori and Pasifika pedagogies, introduction of Māori and Pasifika programs, increased cultural content in courses across MIT and improved cultural capital among staff. Where appropriate, this will be pursued in partnership with Waikato-Tainui.

5. Develop a strong and active alumni

MIT will establish a platform to engage with Alumni and enable two way and ongoing communication. This will ensure a sense of belonging, help MIT to support graduates in their learning and career journeys, and enable Alumni to contribute their skills and advice to students.

6. Boost quality assurance

In order to provide excellent education to students and to comply with Government regulations, MIT will ensure that it attends fully to all QA requirements (such as responding to learner feedback, and engaging with moderation, monitoring, consistency and annual review processes). This will be aligned with the performance measurement of academic managers.

GOAL 3: MAXIMISE RELEVANCE TO EMPLOYERS

MEASURABLE OBJECTIVES AND TARGETS

OBJECTIVE 1

Increase graduate placement rates

2018 BENCHMARK

NEW MEASURE

2023 TARGET

100%

INCREASE 2018 BENCHMARK BY 100%

OBJECTIVE 2

Increase graduate employment rates

2018 BENCHMARK

WILL USE EDUCATION CENTRAL WEBSITE DATA UNTIL MIT ESTABLISHES ITS OWN

2023 TARGET

TOP QUARTILE OF PUBLIC TERTIARY INSTITUTIONS

OBJECTIVE 3

Improve employer satisfaction with MIT graduates and programmes

2018 BENCHMARK

NEW MEASURE

2023 TARGET

MEASURE AND TARGET TO BE ESTABLISHED

OBJECTIVE 4

Ensure all Programmes have active Industry Advisory Groups
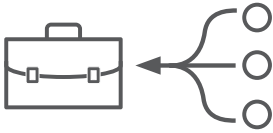
2018 BENCHMARK 50%

2023 TARGET 100%

GOAL 3: STRATEGIES

Maximise relevance to employers

1. Ensure market alignment

Today's jobs are being rapidly and massively disrupted by new technologies and increasingly complex and diverse social systems and expectations. MIT will ensure academic offerings (programmes, courses, short courses etc.) are designed explicitly to meet the future needs of work by teaming with industry leaders and major employers. This will ensure alignment with the industry needs of today and tomorrow.

2. Enhance MIT's special character

MIT will build upon its special character through common curriculum and extra-curricular means, which ensures all graduates are work-ready and ready for work. These will align with the MIT Themes and will help make an MIT graduate stand out from the pack.

3. Build student's connectivity

Students will graduate from MIT not only with their qualification and the knowledge and skills it certifies, but also with a comprehensive suite of relevant personal and professional contacts. We will support students in developing extensive and meaningful networks relevant to the area of work to which they aspire. These networks will enable them to gain employment and operate effectively within their chosen industry from the onset. Tools such as LinkedIn will be leveraged to help students develop their professional persona and build their networks.
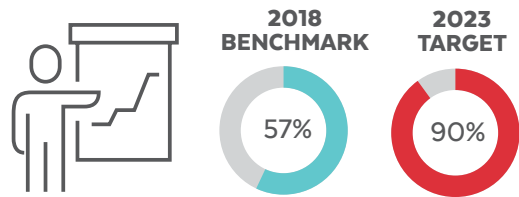
GOAL 4: ADD VALUE THROUGH TARGETED RESEARCH

MEASURABLE OBJECTIVES AND TARGETS

OBJECTIVE 1
Increase the proportion of eligible academic staff who are research active

2018 BENCHMARK: 57%
2023 TARGET: 90%

OBJECTIVE 2
Increase the volume of refereed research output

2018 BENCHMARK: 64
2023 TARGET: 150

OBJECTIVE 3
Increase the quality of research output

2018 BENCHMARK: NEW MEASURE
2023 TARGET: MEASURE AND TARGET TO BE ESTABLISHED

OBJECTIVE 4
Increase external research revenue (excluding PBRF)

2018 BENCHMARK: $10K
2023 TARGET: $500K

OBJECTIVE 5
Increase the impact of research output in academic offerings (curriculum)

2018 BENCHMARK: NEW MEASURE
2023 TARGET: DEGREE AND POSTGRADUATE PROGRAMMES THAT INCORPORATE RESEARCH OUTPUT AND ACTIVITY FROM TEACHING STAFF =100%
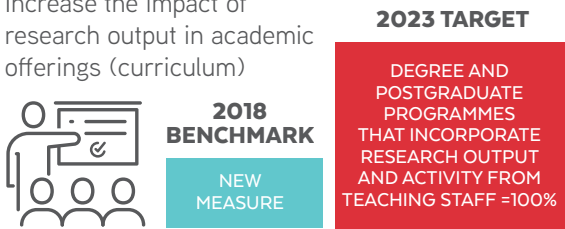
OBJECTIVE 6
Focus research on MIT Research Themes

THEMES

2018 BENCHMARK: NEW MEASURE
2023 TARGET: PROPORTION OF MIT RESEARCH GRANTS ALIGNED WITH THEMES ≥95%
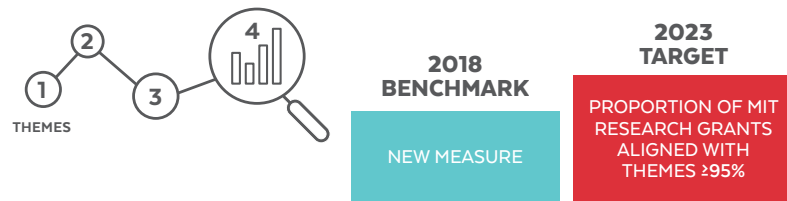
OBJECTIVE 7
Increase research by Teams

2018 BENCHMARK: 8.3% (1 OF 12 PROJECTS)
2023 TARGET: PROPORTION OF MIT RESEARCH GRANTS AWARDED TO TEAMS ≥90%
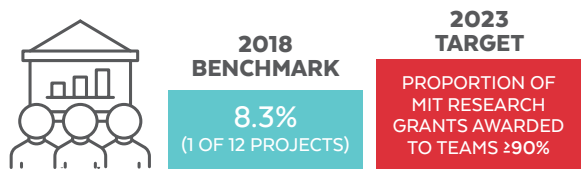
OBJECTIVE 8
Increase number of funded research projects involving partnerships with external organisations

2018 BENCHMARK: 2
2023 TARGET: ≥15

GOAL 4: STRATEGIES

Add value through targeted research
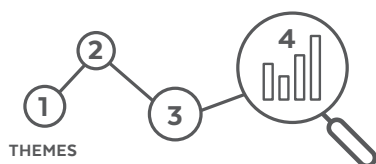
THEMES

1. Research on themes

Approved research programmes and internal research expenditure will be focused on Research Themes. These will be derived from the Themes in this Strategic Plan, respond to the needs of the communities MIT serves, and inform MIT's degree and postgraduate curricula. The application of Themes will maximise the volume and impact of research on particular issues of importance to the communities MIT serves.

2. Research in teams

Approved research programmes and internal research expenditure will be focused on research teams rather than individual projects. Each research team will be led by senior researchers who, through the team research activities, will foster the development of early career researchers drawn from across the Institute. This will help build capability and capacity, and ensure that research investment is concentrated in areas likely to generate substantial research output.

3. Leverage postgraduate offerings

MIT will develop postgraduate coursework programmes in target areas of established market demand. Priority will be given to programmes that align with the MIT Themes and academic staff capability. Offering postgraduate programmes with applied research projects will and help respond to issues of regional concern, boost MIT's research output, attract international students and retain research active staff.

4. Promote scholarship of learning & teaching

MIT recognises the importance of vibrant scholarship of teaching and learning relating to the programmes we deliver. MIT will promote the engagement of all teaching staff in scholarly activities, including but not limited to maintaining currency within the discipline, engaging in reflective practices, and collaboratively developing and testing new teaching and assessment techniques.

5. Improve research management

MIT will refresh its approach to research management. This will include establishing a Research Committee of Academic Board, developing a workload model that rewards high quality research productivity, developing a research funding scheme that promotes Teams and Themes, an internal quality assurance process for external research bids, and a system for recording and monitoring research performance in accordance with the PBRF framework.

GOAL 5: BE A GREAT PLACE TO WORK

MEASURABLE OBJECTIVES AND TARGETS

OBJECTIVE 1
Improve Organisational Culture and Staff Capability (through onboarding, PD modules and cultural competency development modules)

KIA ORA KOUTOU

2018 BENCHMARK
NEW MEASURE

2023 TARGET
STAFF COMPLETION 90%

OBJECTIVE 2
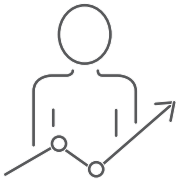Improve Teaching Quality – Student Feedback

2018 BENCHMARK
NEW MEASURE

2023 TARGET
CRITICAL INDICATORS ON STUDENT SURVEYS >90% AGREEMENT

OBJECTIVE 3
Improve Teaching Quality – Professional Development

2018 BENCHMARK
NEW MEASURE

2023 TARGET
ELIGIBLE STAFF SUCCESSFUL COMPLETION >95%

OBJECTIVE 4
Improve the value derived from internal recognition schemes
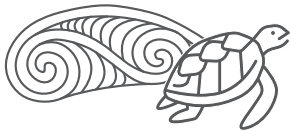
2018 BENCHMARK
NUMBER OF MIT AWARD NOMINATIONS (TEACHING EXCELLENCE, VALUES, SAFETY & WELLBEING) =33

2023 TARGET
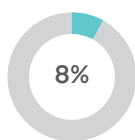NUMBER OF AWARD NOMINATIONS >200% ON 2018 BENCHMARK

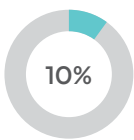### OBJECTIVE 5
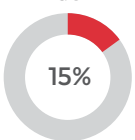Increase Māori and Pasifika in the academic workforce

2018 BENCHMARK
Māori 8%
Pasifika 10%

2023 TARGET
Māori 15%
Pasifika 20%

OBJECTIVE 6 Increase Māori and Pasifika in leadership positions

2018 BENCHMARK
MĀORI 13%
PASIFIKA 14%

2023 TARGET
MĀORI 20%
PASIFIKA 20%

OBJECTIVE 7
Achieve gender salary parity

2023 TARGET
GENDER SALARY PARITY ACHIEVED AND MAINTAINED

OBJECTIVE 8

Embed safety and wellbeing practice into teaching and learning

2018 BENCHMARK

NEW MEASURE

2023 TARGET

ACADEMIC PROGRAMMES WITH SAFETY & WELLBEING EMBEDDED >90%

OBJECTIVE 9

Enhance a sense of belonging

2018 BENCHMARK

62% EMPLOYEE ENGAGEMENT (MYVOICE)

2023 TARGET

TOP QUARTILE OF PUBLIC SECTOR BENCHMARK

OBJECTIVE 10

Improve career path

2018 BENCHMARK

SUCCESSFUL APPLICATIONS 87%

2023 TARGET

SUCCESSFUL APPLICATIONS ≥90%

GOAL 5: STRATEGIES

Be a great place to work

Achieving the goals stated in this Strategic Plan will require MIT to work in new ways. Capabilities required of staff will include continued professional development to ensure they are at best practice standard for their industries and for their teaching; skills to engage with and utilise different kinds of learning technologies; and soft skills that are role modelled to students as we prepared them for employment. Progression will be based on merit aligned with these capabilities.

MIT will work closely with staff, unions and students to ensure that roles are clearly defined and that appropriate resources are in place to support these roles to succeed. Real-time feedback loops will be implemented to ensure that great ideas to improve the student experience are heard, and that barriers are identified and minimised.
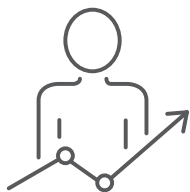
1. Enhance professional development opportunities

MIT will expand and enhance its range of staff support modules, including onboarding, cultural competency, leadership development, health and safety, specific process training, and professional development more generally. Staff learning will be developed using MIT's existing learning platforms (e.g. Canvas and Mahara) to reinforce ongoing usage of these systems to staff.

2. Review and revise Career Path

MIT will ensure that career promotion and progression for academic staff is fair and based upon merit aligned with the strategic and operational needs of the Institute. It is in the mutual interests of staff and management that staff can demonstrate merit against the required capabilities. The strategy will also consider incentives and recognition for staff already at the top of the scale.

In addition, MIT will review incentive and recognition schemes for all staff generally.

3. Review and revise recognition schemes

There are many ways to demonstrate that well-performing staff are valued by the MIT community. Recognition schemes (such as excellence awards) can play a valuable role. The current suite of recognition schemes, and new possibilities, will be reviewed and revised in order to focus and optimise the benefits they bring to staff morale and performance.

4. Develop and implement gender parity strategy

MIT will develop strategies to achieve gender parity in salaries by 2023. This will sit within a broader strategy to ensure gender parity generally at MIT.
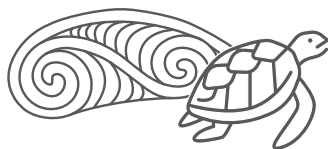
5. Develop and implement Māori and Pasifika talent strategy

MIT is determined to ensure that Māori and Pasifika are fully represented in all levels of the organisation. A dedicated talent acquisition strategy will address more effective recruitment methods, and progression into higher levels of the organization.

6. Embed safety and wellbeing into learning

MIT will bring safety and wellbeing competencies to life in the programmes we deliver to our students and in the environment we provide across the Institute. Programmes will be developed or refreshed as necessary to ensure that they reflect safety and wellbeing best practice for the relevant industry.

7. Create a sense of belonging

Education is a challenging environment to work in. To ensure we engage and retain great people from all walks of life, we need to provide an environment that they feel attracted to and proud to belong to. We will develop inclusion strategies to ensure that people from different backgrounds feel valued at MIT; to create a sense of community and connection; and to give people a voice in the direction and success of the institute.

GOAL 6: BE EXCELLENT, EFFICIENT AND EFFECTIVE

MEASURABLE OBJECTIVES AND TARGETS
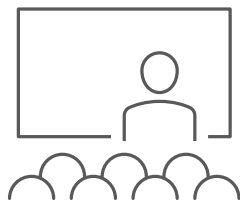
OBJECTIVE 1
Maintain staff productivity

2018 BENCHMARK
TOP 20% OF ITP SECTOR (TRIBAL BENCHMARK)

2023 TARGET
TOP 20% OF ITP SECTOR

OBJECTIVE 2
Achieve and maintain annual operating margin

2018 BENCHMARK
12%

2023 TARGET
13%
(PER YEAR, FROM 2020)

OBJECTIVE 3
Service Management – improve mean time to resolution

2018 BENCHMARK
NEW MEASURE

2023 TARGET
MEASURE AND TARGET TO BE ESTABLISHED

OBJECTIVE 4
Improve teaching space utilisation

2018 BENCHMARK
NEW MEASURE

2023 TARGET
100% TEFMA MEAN

OBJECTIVE 5
Develop a Sustainability Strategy

2018 BENCHMARK
NO CURRENT SUSTAINABILITY STRATEGY

2023 TARGET
SUSTAINABILITY OBJECTIVES ON TRACK

OBJECTIVE 6
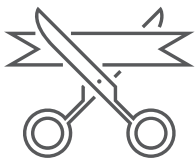Reduce electricity consumption

2018 BENCHMARK
15,000KWH

2023 TARGET
2018 BENCHMARK REDUCED BY 5%

GOAL 6: STRATEGIES
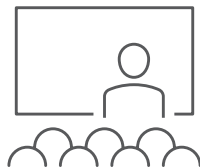
Be Excellent, Efficient and Effective

1. Establish new Technology Park

MIT will establish and commence operations at a new Technology Park in Manukau by 2020. This will entail a thorough refresh of the programmes and the methods of learner and industry engagement for the Tech Park Campus Schools (Automotive, Building and Construction, Specialised Trades and Engineering).

2. Strategic property management

The key property strategic priorities are to reduce the MIT property footprint, improve overall property utilization and realise campus asset value for reinvestment.

To that end, MIT campuses/facilities will be modern, fit for purpose, aligned to industry and emerging technologies, and will support our vision to be a world-class vocational education provider. A strategic approach to property and infrastructure will include Māori and Pasifika spaces, which are important to allow for more inclusive participation in their learning journeys. To date, these include the marae and Pasifika Community Centre.

3. Integrate IT infrastructure and systems

Technology is at the forefront of disruption. MIT will integrate and leverage technology to provide students with a seamless and enhanced learning experience, provide the organisation with more efficient and effective processes, and reduce risks through better management of information.

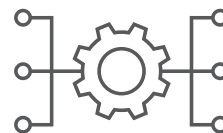### 4. Establish sustainability strategy

MIT will develop and implement a sustainability strategy aligned with relevant international standards and focused on raising staff and student consciousness about sustainability principles. The strategy will include curriculum aspects such as integrating relevant sustainability principles, theory and practices into all programmes and introducing new programmes specifically about sustainability. It will also include supporting informal/volunteer sustainability initiatives by staff and students, as well as formal organisational aspects such as reducing energy consumption and waste.

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Te Whare Takiura o Manukau

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