

Strategy 2019 – 2024

○ Tātou Mahere

nmit
Nelson Marlborough Institute of Technology
Te Whare Wānanga o Te Tau Ihu o Te Waka a Maui



An extraordinary NMIT

This strategy outlines six priority areas for NMIT that build on our extraordinary achievements. Each priority has goals that our implementation plans will focus on first up, with new goals set each year.

Geared up for the future and financially fit, NMIT is the first choice for clever people to work; people who are motivated to deliver exceptional vocational opportunities for learners. Preferred by employers, our world and work ready graduates get jobs where ever in the world they want to live. By actively collaborating, we contribute to the liveliness of our Te Tau Ihu community and are a standout in New Zealand's tertiary education network.

2019 – 2024

Strategy

Our Purpose

O Tātou Aronga

Collectively preparing world and work ready graduates

Our Values

O Tātou Uara

- Manaakitanga – people are at the centre of our being
- Pono – we will deliver on our promise

Our Difference

O Tātou Rereke

- Graduates who are valued by employers
- First choice for high quality and relevant training and education across Te Tau Ihu

Our Priorities

O Tātou Whakaarotau

- Standing out educationally
- Exceptional vocational opportunities
- Motivated and clever teams
- Active collaboration
- Financial fitness
- Gearing up for the future



Standing out educationally

First up, we will...

1. Continually improve education outcomes for learners.
2. Improve every aspect of learner experience.

NMIT punches above its weight.

Internationally recognised, we are an educational standout in New Zealand's tertiary education network; a NZQA Category 1 provider in the top 25% of Institutes of Technology and Polytechnics for course and qualification completion rates - a position we are proud of.

We help people progress from one level of qualification to the next, removing barriers that might be in their way. Learners do well here because the focus is on "achievement by all".

Knowing that perfection is a journey, we actively listen to make the NMIT experience better.

In line with our values of being generous and treating everyone with respect and dignity, our excellent educational performance is a result of placing our learners' achievements at the heart of everything we do. By continually driving to improve our educational outcomes, we exceed sector benchmarks with course completion rates increasing year-by-year.

It is important to us that we give people exceptional vocational opportunities, progressing them from one level of qualification to the next, whether it is from school or while they are working. To do this, we are flexible in how we deliver, we recognise prior learning, and we provide the pathways learners need to progress. We boost Māori educational achievement through our Te Ara Wai Strategy, and our partnerships with iwi, hapū and whānau. Our links to a strong Pasifika community network feeds into our Pasifika learner strategy.

Through the TANZ eCampus we offer first-rate online education opportunities to an increasing number of people across

New Zealand, so that they have the opportunity to learn in a way that suits them.

Meanwhile, we have made it easier to learn with us on campus by, for example, improving physical access for wheelchair users, increasing students' after-hours access, offering free support services, providing assistive technologies, offering equity funding for tailored assistance and increasing learning support sessions.

We enhance our educational performance every year by actively listening to learners, teachers, and employers – an approach appreciated by all. Our doors are always open so we can take onboard feedback and ideas for where we can improve.

Being extraordinary...

- One of only seven NZQA Category 1 Institute of Technology and Polytechnics.
- 95% of learners are satisfied with NMIT overall (2018).
- 86% of students complete their courses, exceeding targets (2018).
- 78% of Māori students complete their qualifications (2018), exceeding targets.
- 88% of NMIT students get work (2017/2018).
- The first ITP in New Zealand to configure and roll-out the ebs pastoral care module.





Exceptional vocational opportunities

First up, we will...

1. Ensure curricula meets needs of learners and industry.
2. Think outside the box when designing curricula and its delivery methods.
3. Identify opportunities for all learners to engage in 'real work.'

Doors open for NMIT graduates.

With input from industry and a finger on the global pulse, our polished programmes teach what's needed for people to do well in their chosen vocation. Employers want our learners for work placements because when they have finished their qualification, they are ready for work.

We are efficient and nimble, moving with the times to strengthen our programme areas, proudly wearing the label "provider of choice" for a number of sectors.

In particular, with a high chance of getting a job after graduating, people seek out our industry backed specialisms, such as aquaculture, maritime, aviation engineering, conservation, viticulture and winemaking.

NMIT and our graduates are in demand because of the value employers place on our exceptional vocational programmes, giving our world and work ready graduates the opportunity to live anywhere in the world, and they do.

One of our executive leadership positions is focused on "learning innovation and delivery", and we actively work with industry advisory committees, ensuring all our programmes respond to global mega trends and are exactly what employers need. Our students are highly connected with the real world of work because our employer partners invite them into their workplaces for vital vocational learning, helping them get the job they want.

Our mandate is to advance great people who employers want to employ, so our well-rounded learners have specialised technical skills, generic skills such as business and information technology and transferable skills such as communication and problem solving. We provide these programmes online, in the

workplace through apprenticeships, face-to-face on campus or in a blend of these methods.

We're proud that our specialisms; aquaculture, maritime, aviation engineering, conservation, viticulture and winemaking, are formally endorsed by industry leaders who have provided feedback into their relevant qualifications, ensuring we deliver to high industry standards.

We are also highly regarded in other areas of strength, whose industries we are also seeking formal endorsement from, both here and abroad.

Using accurate data, we continually review how well programmes and qualifications are meeting employers' and graduates' needs in the workplace. This might mean we add, adapt or remove programmes as needed, to keep us relevant.

Being extraordinary...

- Relevant specialisms endorsed by New Zealand King Salmon, Air New Zealand, New Zealand Defence Force, New Zealand Winegrowers, Maritime New Zealand and the Department of Conservation.
- Initiatives underway that build on our educational delivery in grapes and wine, aquaculture, aviation engineering, conservation and maritime.
- Significant investment in highly advanced technology for learning, including the bridge simulator and engine simulator.
- An increasing number of managed apprenticeships respond to in-work opportunities.
- Significant international links such as with 11 institutes in China, and through the Study Abroad programme.



Motivated and clever teams

First up, we will...

1. Invest in Team NMIT from the day people start work.
2. Activate Team NMIT.
3. Enhance our modern and inclusive workplace.

NMIT is an awesome place to work.

The best people choose to work at NMIT; leaders who are clever and motivated to look for opportunities and problem-solve; people who we invest in and whose successes are widely celebrated.

Our unique recruitment process involves people from across campus, including learners, helping to build a team of industry-savvy tutors who deliver informed programmes in a modern workplace.

We are inclusive and flexible, living our values of Manaakitanga and Pono.

Based in the extraordinary Te Tau Ihu, NMIT is where motivated and clever people want to work; people who put others first, and who do what they say they're going to do.

Our people are thought leaders and industry aces who have shone through a robust recruitment process that encourages research and uncovers forward thinking, problem-solving ability and resilience. Unique in New Zealand, learners help recruit their tutors by judging a candidate's teaching session – a 'micro-teach.' Only great teachers pass this test. Existing teams also interview the potential employees they might work with, helping create the ultimate "Team NMIT."

We attract and keep the best people by being a financially fit, culturally appropriate and increasingly modern workplace. We actively promote up-to-date Equal Employment Opportunities practices, encourage work-life balance and wellbeing, and open our doors widely to create a wonderfully diverse workplace. The feel-good factor is palpable here, as we regularly celebrate our teams' successes, especially acknowledging those who go beyond the call-of-duty for their colleagues, learners or their community throughout the year.

Our industry-savvy people are well connected and have the skills, aptitude and desire to add value to our vocational programmes and take the organisation into the future. We also support them to flourish. Aligning to our strategic plan and overall aim of creating world and work ready graduates, teams determine their own professional development needs, knowing best what will help them grow. Everyone is encouraged to knowledge share with each other, and academic staff keep up-to-date to ensure we remain an education standout.

There is trust here. Across the campus, Team NMIT are willing and active influencers in the organisation, given the information they need to create their own strategic plans. They are put in charge of and made accountable for their department's results, empowering them to deliver. The team initiates thought-leadership discussions with the enviable 'give it a go' culture ensuring they feel safe to problem solve, challenge the status quo and be creative.

Being extraordinary...

- Only New Zealand Institute of Technology or Polytechnic to use 'micro-teach' for recruitment.
- Proprietary Performance and Recognition Framework recognises achievement and drives continuous improvement.
- An open door to the NMIT executive team.
- Institute Leadership Team empowered to be solutions focused and implement change.
- Wellbeing programme for Team NMIT embedded.



Active collaboration

First up, we will...

1. Implement Te Ara Wai Strategy, and develop strategic partnerships with the eight Te Tau Ihu iwi and other Māori entities.
2. Improve external stakeholder engagement and experience.

NMIT is always an active team player.

Being in the know helps us remain relevant to what school leavers are looking for and what is needed in the workplace. Understanding our drive to prepare world and work ready graduates, others willingly work with us to improve our programmes and involve us in regional initiatives.

We collaborate with other technical institutes and polytechnics, teaching some of their programmes and sharing knowledge and resources. Likewise, we have strong relationships with NZQA and TEC, as we work together to make sure the best is available for learners.

Across the entire organisation, our clever collaborators add value to a growing number of regional and national strategic partners. Knowing our partners helps us remain relevant and responsive to what is needed in the future workplace. Equally, employers understand our drive to prepare world and work ready graduates so they happily inform our programmes, invite new learners into their workplaces and encourage existing employees to upskill with us.

As a regional leader we contribute to Te Tau Ihu strategies aimed at economic growth and building local talent for local jobs. For example, we are shaping the future of New Zealand winemaking and viticulture, and people and ideas are physically brought together at our Mahitahi Colab in Nelson. Partners across Te Tau Ihu have also inputted into our Capital Asset Management Plan, helping us design a cost effective multi-purpose campus that effectively connects with our surrounds.

As we increasingly work in partnership with the eight iwi of Te Tau Ihu, we embed their stories into our programmes and ensure future graduates can offer what iwi need.

We do this through a highly engaged Te Toki Pakohe advisory committee, working directly with organisations to increase iwi capacity and competency, and embarking on immersion projects.

We start our relationships with the next generation through their schools, participating at school symposiums and partnering in ventures that promote further learning.

As a sector connector we collaborate with other Institutes of Technology and Polytechnics (ITPs) directly or through the Tertiary Accord of New Zealand (TANZ) network. Meanwhile, a collaboration with five other ITPs on TANZ eCampus has enabled us to offer first-rate online education opportunities to learners across New Zealand. We also deliver programmes for both New Zealand and international universities, extending our reach beyond our geographic borders. Upholding our positive reputation as a NZQA Category 1 ITP, we exceed our NZQA and TEC's regulatory requirements.

Being extraordinary...

- Established the Mahitahi Colab with the Nelson Regional Development Agency and Nelson Tasman Chamber of Commerce.
- Established the TANZ eCampus with five other tertiary providers.
- Co-founder of New Zealand's only hub of excellence in grapes and winemaking.
- Contributor to regional strategies, including the Te Tau Ihu 2077 Strategy.
- Supporter of secondary school initiatives, such as the Ideas Festival, Youth Enterprise Scheme and the Top of the South Trades Academy.

Financial fitness

First up, we will...

1. Use effective and timely data to inform decisions.
2. Meet or beat approved budget.

NMIT is a skilled financial manager.

Being financially fit is pivotal to our reputation, attractiveness as an employer, and our ability to invest in our people, infrastructure, campuses, and research and development.

The NMIT financial journey is transparent – from robust budget setting, to regular reviews and reforecasting throughout the year. With powerful data at their fingertips, our departments are accountable for making the right decisions, tracking their own finances and seeing how they fit into the bigger picture.

We look to extend existing revenue streams and add new ones. One major piece of our work is the Capital Asset Management (CAM) Plan, which looks at how we can better use our land to invest in the future.

NMIT always looks to how we can best invest in our clever people, and fund what they need to deliver relevant programmes for work and world ready graduates. To achieve everything we say we are going to achieve, we need to be financially fit.

Our commitment to achieving a strong financial performance starts with robust budget setting. Budget managers are trained in how budgets are set and as each business plan is developed the budget is refined, ensuring accuracy.

Clarity of our financial position at all levels helps us make informed decisions, including what the best programme offering is. Throughout the year we undertake reviews of funding applied to each programme to see if all funding allocations will be utilised or need to be discussed with programme funders. Collaborating and diversifying revenue streams and achieving longer term contracts

reduces our reliance on government and international student funding.

Our new executive structure enables Executive Directors to take ownership of their portfolios, and be more accountable for their budgets, encouraging them to continually improve. Powerful data gives managers up-to-date results that improve forecasting, with all programmes and departments scrutinised for their contribution to our overall financial position.

Being extraordinary...

- Unique to the sector, Performance Panels bring Team NMIT together to monitor performance, increase engagement and drive improvements.
- Strategy to diversify international markets and increase international enrolments.
- Capital Expenditure budget restricted to 90% of annual depreciation.
- Transition from IT on-premise to the Cloud and BYOD.
- Significant investment in the development of personalised Business Intelligence providing data that is used to inform decision making.



Gearing up for the future

First up, we will...

1. Invest in new technology and innovations.
2. Further develop and rollout the CAM Plan.
3. Ensure Team NMIT understands its role in the delivery of our six strategic priorities.

NMIT is well-prepared for today, and tomorrow.

We understand who the future learner might be and what they might need. Therefore, we are well-equipped with modern technology, embracing digital tools that are flexible and useful for people's work and lifestyles.

The Capital Asset Management (CAM) Plan helps us better understand our physical space – how our real estate is used now and by who, and how our multipurpose facilities should be used in the future. It underpins our roadmap for campuses in Nelson and Marlborough, so we can deliver the best for our learners and for us, while effectively connecting us with the city and town.

NMIT has a firm grasp on today and how to proceed into the future. We have a focused eye on our evolving demographic and the lifelong learning people need to be world and work ready. In a region with an aging population, and an increasing number of people without a qualification at all or who have lower qualifications, we need to be flexible and fit with how people want to learn. Our collaboration with regional development agencies, employers, apprenticeship programmes and schools help teach us what is needed for on-campus and nationwide online and workplace learning.

To keep current, we regularly review our programmes to meet employers' ever-changing needs and to maintain our high educational performance. Each of our departments also develops its own strategic plan, ensuring exceptional vocational opportunities are delivered and that the entire organisation is fit-for-purpose. To help fund these plans we continually diversify our revenue by growing our commercial income.

Being equipped with modern technology and digital tools gives learners more ways to study and connect with tutors and makes it easier for our clever teams to work with each other. We invest wisely in new technology, reviewing our systems to find ways to become more efficient and effective and to reduce costs over time.

Across our organisation innovation is encouraged – ideas that aim to make us better are embraced and rewarded.

Being extraordinary...

- 20-year CAM Plan.
- Establishment of departmental implementation plans improves accountability.
- Idea farming through the Innovation Fund.
- An active Relationship Strategy.
- New innovative programmes meet workplace demands, such as the Bachelor of Computer Generated Imagery and Diploma in Animation.



nmit.ac.nz
info@nmit.ac.nz
0800 422 733



Nelson Marlborough Institute of Technology
Te Whare Wānanga o Te Tau Ihu o Te Waka a Maui



NMIT Nelson, 322 Hardy Street, Private Bag 19, Nelson 7042, Ph: 03 546 9175.

NMIT Richmond, 390 Lower Queen Street, Richmond, Private Bag 19, Nelson 7042.

NMIT Marlborough, 85 Budge Street, PO Box 643, Blenheim 7240, Ph: 03 578 0215.

NMIT Woodbourne, RNZAF Base Woodbourne, PO Box 643, Blenheim 7240.