

E Tū Ma Tātou

Our People. Our Challenges. Our Future.

AN OVERVIEW

E Tū Ma Tātou, the three phased change programme of the **Wellington Institute of Technology** and **Whitireia Community Polytechnic**

Background

Te Ako Ngātahi, Te Whakaahua kētanga o te tangata (Learning together. Transforming lives), and **Mā tātou, mō tātou** (We are about the people of this place) are statements of the vision and distinctiveness underpinning the strategic partnership of the Wellington Institute of Technology (WelTec) and Whitireia Community Polytechnic (Whitireia).

WelTec and Whitireia have over 100 years of combined experience in providing high quality vocational education in the Wellington region. Both institutes are about the people in the places they operate. They are connected to industry, community and whānau, and are outcome-focused. WelTec and Whitireia have profoundly important relationships with local iwi that are core to our identity and distinctiveness: WelTec with Te Ātiawa and Whitireia with Ngāti Toa Rangatira. Both institutes value learners as individuals with unique needs and aspirations, and provide opportunities for learning and success across a broad range of qualifications. The educational performance of WelTec and Whitireia in 2017, as measured by the Tertiary Education Commission, continues to be strong as are student and employer satisfaction levels.



Since 2011, WelTec and Whitireia have operated as a strategic partnership to apply the benefits of scale and provide more choice for students. Over the past three years, the strategic partnership has deepened, with a single Chief Executive and joint senior leadership team. Other highlights of the strategic partnership include:

- Schools operating across both institutions with single Heads of School
- One integrated set of central services (for example, academic board and policies, finance, HR, ICT, facilities management, marketing)
- Substantial portfolio alignment across both institutions.

Challenges

However, our two institutions are individually financially fragile; particularly Whitireia. And, while the strategic partnership has brought our two institutions closer, we are still separate legal entities. This creates confusion for students, we are not able to get the efficiencies that are possible, and there are still areas of duplication that remain from running two legal institutions.

Whitireia is not financially viable as an individual institution. Its operation over the last decade has been largely dependent on revenue from international students, which cannot and should not be assumed for the future. Domestic student enrolments at both institutes have fallen steadily since 2012 reflecting a delivery model best suited for high unemployment and full-time study. We need to review our operations in order to be match-fit, ready to respond to the ITP Roadmap 2020, and the evolving needs of 21st century workers and employers.

In response to our financial circumstances and falling student enrolments, we have implemented significant changes over the past 18 months. These reviews and process improvements provide the foundation from which E Tū Ma Tātou has grown. E Tū Ma Tātou builds on the work we have already begun to restore our financial viability.

E Tū Ma Tātou

E Tū Ma Tātou outlines a three phase change programme centering on fitness, simplification and renewal (all three phases of the change programme are depicted in the diagram on page 4).

The key project in the simplification phase is the proposal to integrate Whitireia Community Polytechnic into the Wellington Institute of Technology. We have begun the process of business case development to assess whether this will deliver both tangible financial savings and enable us together to be ready for changes in our sector and the wider economy. The proposed merger will better enable an integrated and complementary network of campuses across the Wellington region (Porirua, Hutt Valley and Wellington CBD) which will effectively and efficiently provide for the vocational education needs of the region.

Read more about this proposal on page 5.

Engaging with our stakeholders

Being transparent about intended changes is important to building the trust of internal and external stakeholders. The name E Tū Ma Tātou – Our People. Our Challenges. Our Future – was developed in consultation with iwi, and recognises the desire of Whitireia and WelTec to work together with staff, iwi and stakeholders to achieve change.

Iwi engagement and participation is critical, as is acknowledging and respecting the whakapapa and mana of Whitireia. Senior members from iwi are already connected to E Tū Ma Tātou; and they gifted the name of the change programme. More explicitly, discussions have already been had with them about the integration of Whitireia Community Polytechnic into the Wellington Institute of Technology.

A number of staff fora have been held this year, and increasingly questions are being raised about why the institutions “don’t just merge.” Initial discussions have also been had with relevant unions about integration, and again statements like “we are saying to members that merger seems an inevitable outcome” are being made. We will work closely with staff and unions to ensure the changes are implemented in a way that minimises disruption to students and staff.

More than just “a merger plan”, E Tū Ma Tātou is about seizing opportunities from rapid changes in the environment, including demographic, economic, social, and technology megatrends. It will also co-create a future single institution that is more coherent, more distinctive, and more relevant in what is called the renewal phase.

There are three concurrent phases to E Tū Ma Tātou

SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL ...

1

FITNESS

Continuing to take quick action to restore financial viability and lay the foundation for future growth.

2

SIMPLIFICATION

Streamlining how our two institutions work together.

3

RENEWAL

Initiatives to enhance the relevance and flexibility of our programmes and offerings to better suit the needs of 21st century learners and employers to grow student enrolments.

Simplification

Simplification includes a proposal to merge our two institutes by integrating Whitireia Community Polytechnic into the Wellington Institute of Technology.

Fitness

Fitness initiatives focus on continuing to address our financial situation. It includes a proposal to close the Kāpiti campus following the end of 2018/19 summer school courses, subject to consultation with potentially affected staff. The current campus-based approach is not meeting the needs of local students and the community, and this is reflected in the declining student enrolments. We want to work with the community to find a viable approach for delivering vocational education on the Kāpiti Coast.

Renewal

This phase is future-focused. It will identify projects that enable us to define who we are, how we operate and grow together, being more flexible and adaptable to better meet the needs of students and employers as workplaces and skills needs continue to change. This is an exciting workstream, one that will be informed by the ITP 2020 Roadmap, and we will engage with staff, iwi and stakeholders to incorporate their ideas. We will host a series of workshops starting in late November with staff, and with stakeholders from early next year.

E Tū Ma Tātou is a wider programme of change across WelTec and Whitireia to strengthen the provision of quality vocational learning for students across the Wellington region. By co-creating our future direction with staff, iwi, employers and stakeholders in the renewal phase, we will live up to our strategic partnership values underpinning Whitireia and WelTec – Whakapapa, Whānaungatanga, Manaaki, and Tikanga. This approach will ensure we evolve into a single institution that is more coherent, more distinctive, and even more closely aligned to what learners, industry and communities need from us.

The proposal to integrate

The proposal

We are proposing to merge our two institutes by integrating Whitireia Community Polytechnic into the Wellington Institute of Technology.

We've operated side by side with a common Council and Executive for several years. We think it's time to create a single stronger vocational training provider for the Wellington region.



Benefits of a merger

- Whitireia is not financially viable as a standalone institution and WelTec is marginal.
- Eliminates the cost and complication of duplicated processes – particularly regulatory and reporting processes.
- Simpler processes and wider choices for students.
- Less complexity and duplication for staff.
- Consistent with, and prepares for, ITP Roadmap 2020.

Our preferred option is to merge by integrating Whitireia Community Polytechnic into the Wellington Institute of Technology. The benefits of this approach include:

- It is the least complex and time consuming option in terms of legal requirements and political approval processes.
- Existing Whitireia students would transfer into the integrated institution rather than having to transfer students from both institutions into a new entity.
- Whitireia staff and Whitireia and WelTec staff would transfer into the integrated institution rather than having to transfer staff from both institutions into a new entity.

Process

We have had early conversations with Ngāti Toa Rangatira, Te Ātiawa and the unions. There is still a lot of work to do. The process is governed by the Education Act and includes:

- Initial engagement and feedback from staff, iwi and stakeholders. Anyone with an interest in the proposal can provide feedback before 5pm Wednesday 28 November via email or using our online feedback form.
- Development of a business case to provide to the Tertiary Education Commission (TEC) by the end of the year.
- In the New Year: Minister takes the proposal to Cabinet so he can brief his colleagues and advise them of the upcoming public consultation.
- TEC manages the consultation process on behalf of Minister: staff, students, other stakeholders and interested people provide feedback.
- Final decision and implementation.

Implementation

If the proposal as it currently stands went ahead, we anticipate that at the point of integration:

- Subject to NZQA approval, Whitireia programmes would be transferred across to WelTec.
- We would make it as seamless and easy as possible for Whitireia students to transition across to become students of WelTec.
- Our aim would be to adopt the easiest means of transition for staff by moving as many as possible across to become employed by WelTec in their existing roles.

Our name

The legal name would be Wellington Institute of Technology. Our presumption is that the institute would be known as WelTec; we welcome your views.

There are several advantages of using WelTec as our name. In particular, time and money needed to develop and promote a new name would be better used on our renewal programme to strengthen our offering for students.

Our new institute will also need a new te reo name and we will work with iwi on that.

Whitireia

Subject to approval from Ngāti Toa Rangatira, it is proposed that Whitireia be the name for our Porirua campus. We would engage with Te Ātiawa to discuss names for our Petone campus, and discuss naming options for other campuses with iwi.

What it would mean for students

We think the proposal would help us to create a single stronger vocational training provider for the Wellington region.

For WelTec students, nothing would change. In fact it would be even better as WelTec students will be able to access a wider range of programmes without having to apply for cross-credits.

For Whitireia students, trimester one would proceed as normal. There may be changes to our programmes later if the proposal is approved. That's because we need to go through a process with NZQA and the TEC. We will be working hard to ensure we communicate clearly with students.

If the proposal is approved, Whitireia students would transition to become a student of the Wellington Institute of Technology – we'll make it easy. If students complete their programme after we merge, then they would graduate as a Wellington Institute of Technology student.

Have your say

We welcome your feedback and views. Your feedback will help inform the business case we are preparing for the Tertiary Education Commission, and ultimately, strengthen the provision of quality vocational education and training across the Wellington region.

Provide your feedback using our online form, at:

www.weltec.ac.nz/etumatatou

www.whitireia.ac.nz/etumatatou

Email: **Etumatatou@wandw.ac.nz** by 5pm 28 November.