

Rautaki Mātauranga ā-Ao International Education Strategy

2022-2033

**Te Pūkenga - New Zealand Institute
of Skills and Technology**

Creating a high-value future for ākonga
(learners) and Aotearoa New Zealand through
outstanding international education and
global connectedness



Te Pūkenga
New Zealand

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Te whakatakoto i te ara hou | Setting course for a new direction



**‘Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaui kia tīna’
‘Seek to bring distant horizons closer and sustain and maintain those that have arrived’**

Kei te whakatakoto huarahi a Te Pūkenga e waihangatia ai he pūnaha mātauranga ahumahinga, kairangi tonu i Aotearoa. I runga i ngā kōrero a te Tūtohunga a Te Pūkenga, hei whakamana hoki i te whakahoatanga i raro i Te Tiriti o Waitangi me ngā hua mana ōrite, kei te whakakotahi mai mātou i ngā Kuratini me ngā Pūtahi Hangarau (ngā ITP) me ngā Whakahaere Whakangungu Ahumahi (ngā ITO) o te motu hei kōtuinga ā-motu.

Ko mātou tētahi o ngā kaituku mātauranga matua nui rawa o te ao i āianei, ā, nā konei ka taea e mātou te mātauranga ā-ao te hanga, te tuku ki

Te Pūkenga is on a journey to create a world-class applied and vocational higher education system in Aotearoa New Zealand. In line with Te Pūkenga Charter and giving effect to Te Tiriti o Waitangi¹ partnership and equity outcomes, we are bringing together New Zealand’s Institutes of Technology and Polytechnics and Industry Training Organisations from across the country into one national network.

We are now one of the largest tertiary education providers in the world with the size and scale to meaningfully engage in the design and delivery of international education provisioning with

tawhiti i runga i tō mātou rahi, whānui hoki

Nā reira, kua takoto he huarahi e mahitahi ai mātou me ō mātou hoa ki te hanga Rautaki Mātauranga ā-Ao hei tuku i te mātauranga kairangi, mauroa hoki e arotahi ana ki ngā wheako me te hauora o te ākongā.

Ko tā te rautaki nei he whai kia hanga i te anamata tino whaihua mō ngā ākongā o te ao mā te tuku otinga mātauranga hiranga, me te whai kia pai ake ngā hononga ā-ao. Ko tāna hoki he tuku i ngā tino āhuatanga ahurea o tēnei whenua ki ngā iwi o te ao – me te whai wheako pai ki ō rātou ahurea. Ko ngā tauira ka puta he tino kirirarau ā-ao – me ngā pūkenga, ngā mōhiotanga ahurea e tika

ana kia angitu ai rātou ahakoa kei hea i roto i te ao whānui, me te tuku painga ā-pāpori, ahurea, ohaoha hoki mō Aotearoa.

Kei a tātou o Te Pūkenga te wā ki te whakatakoto huarahi hou, tikanga hou e whakaanga ai tātou ki te ao mātauranga whānui. Ko tō mātou wawata ia kia kitea ko mātou hei tino hoa mō ētahi o te ao ki te waihanga me te tuku mātauranga ahumahinga, whakangungu hoki he ngāwari, he hāngai, he mea mauroa tonu.

E rima ngā tino wāhanga o tā mātou rautaki:

- te whakawhanake me te tautoko i ngā ākongā ā-ao whai pūkenga, mōhiotanga ahurea
- kia whai hua ai ki te hapori whānui o Aotearoa
- te whakahāngai i ngā hua ako ki ngā hiahia o ngā kaitukumahi
- te whakarite whakahoatanga rautaki whaihua i roto i Aotearoa, i waho atu hoki
- te whakanui, me te whakatinana i te hoatanga o Te Tiriti i waenga i te Karauna me ngāi Māori kia pai ake ngā hua mō te Māori mā te tino o ngā hoatanga, te ngākau tuwhera me te mana ōrite.

Mā ēnei tino wāhanga me ngā wawata o te rautaki nei e mārāma ai ahunga whakamua mā Te Pūkenga, ā, ka whakatinanatia ai e ngā mahere whakamahi puta noa i ō mātou pae tawhiti e toru mō ngā tau 2023, 2026 me 2033.

reach, innovation, and capability of international significance.

This has created the opportunity to work with our partners to develop a unified International Education Strategy that supports a high-quality, sustainable education offering focused on ākongā (learner) experience and wellbeing.

This strategy is about creating a high-value future for global ākongā by providing excellent education outcomes and improving our international connectedness. It's about sharing our unique bicultural nation with others – and giving us the opportunity to experience theirs. We can help create global citizens with the future-focused knowledge, skills and cultural competence needed to succeed anywhere in the world, and provide significant social, cultural, and economic benefits to Aotearoa New Zealand.

As Te Pūkenga, we have the opportunity to set a new course and change the way we engage with the international world of education. Our aspiration is to become recognised as a partner of choice in the design, development and delivery of flexible and sustainable applied and vocational higher education and training.

In this context, our strategy has five key areas of focus:

- creating and supporting skilled and culturally competent global ākongā
- adding significant value to the Aotearoa New Zealand community
- aligning learning outcomes to the needs of employers
- creating valuable strategic partnerships within and outside of Aotearoa New Zealand
- giving expression to Te Tiriti relationship that exists between the Crown and Māori to improve outcomes for Māori through demonstrable partnerships, inclusivity, and equity.

These focus areas and aspirations of this strategy provide a clear direction for Te Pūkenga and will

Hei whakaata tēnei rautaki i tō mātou huarahi kotahi, whakahoatanga e arataki ana i ā mātou mahi, ā, e anga whakamua ana ahau ki ngā panoni whakaumutanga ka puta i tēnei rautaki.

be made a reality with implementation plans across the three horizons of 2023, 2026 and 2033.

The creation of this strategy reflects our unified, partnership approach that leads all of our mahi and I look forward to the transformational change this strategy will deliver.



Stephen Town
Chief Executive
Te Pūkenga



1. Te Tiriti o Waitangi (Treaty of Waitangi) is an agreement that was signed by representatives of the British Crown and Māori in 1840. The purpose of the Treaty was to enable the British settlers and the Māori people to live together in New Zealand under a common set of laws or agreements. The Treaty aimed to protect the rights of Māori to keep their land, forests, fisheries and treasures.

Whakarāpopototanga | Executive summary

About Te Pūkenga

Te Pūkenga – New Zealand Institute of Skills and Technology is Aotearoa New Zealand’s largest tertiary institution and the 35th largest provider of tertiary education in the world. Established in 2020, Te Pūkenga has a national footprint of 163 campuses across all regions in Aotearoa New Zealand, and brings together on-campus, online, offshore, and work-based education and training for 240,000 ākonga through a unified, regional network of provision.

Our international education strategy

Te Pūkenga international education strategy has been developed with consideration for the recent history of international education in Aotearoa New Zealand and aims to address key areas that require a strategic shift – such as over reliance on inbound students from two primary markets, competitive activities amongst Institutes of Technology and Polytechnics (ITPs) that drove behaviours benefiting individual organisations rather than the sector as a whole, a focus on inbound students linked to residency opportunities, a need for increased focus on student wellbeing and outcomes, a need for increased outbound focus, and disparate policies and agreements with recruitment agents and pricing.

This strategy establishes a sound platform for the future and clearly articulates the intended direction for international education across Te Pūkenga network.

We are shifting our focus and approach

The guiding principles for the strategy are aligned to Te Pūkenga foundational documents and directives and are specifically driven by the Letters of Expectation provided by the Minister of Education. These Letters of Expectation request a fundamental shift in the way international education is carried out by Te Pūkenga network. These shifts include:

- Improving learner experience and wellbeing in an international education context and putting the learner (ākonga) at the centre of everything we do
- Developing a single international education strategy aligned with the Aotearoa New Zealand government’s International Education Strategy
- Moving from a model of competition between ITP subsidiaries for international students to one of collaboration and with a single brand in international markets
- Developing Te Pūkenga brand identity that supports long-term sector sustainability and regional growth and specialisation, and that can be tailored to international markets and different sector stakeholders
- Diversifying markets to remove the imbalance of relying on one or two nations for the majority of our international students (See Figure 1)
- Focussing on regional development and workforce capability and needs within NZ and globally
- Creating more pathways to global citizenship for learners, employees, and industry (including work experience and placement)
- Respecting and giving expression to the Crown commitments to Te Tiriti o Waitangi through delivering partnership, protection, participation and equity.

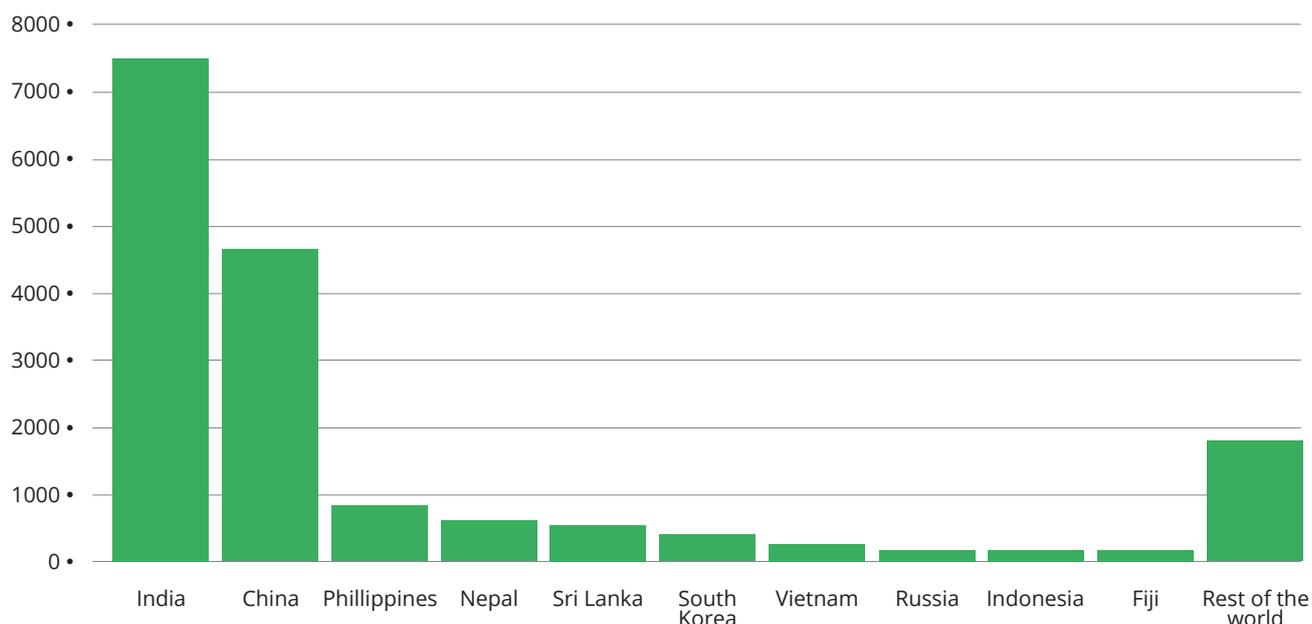


Figure 1 Subsidiary ITP international student enrolments by country of origin (2019, head count)

Our guiding principles

In response to these directives, and in answer to the challenge of achieving a fundamental shift in our approach to international education, our guiding principles are expressed as follows:

- Excellence in ākongā learning experience
- Building cultural competence
- Taking a network approach to seamless and integrated modes of delivery
- Meeting essential skills needs
- Being globally connected and building strategic partnerships
- Partnering with Māori, for Māori.

Our key goals

Based on our guiding principles, the following goals have been set, against which indicators of success are expressed, and specific measures and accountabilities will be confirmed as part of transition and future implementation plans.

- 1. Global ākongā** – Providing an outstanding education and learning experience that develops highly-skilled and culturally conscious global ākongā that are sought-after by employers.
- 2. Aotearoa New Zealand community** – Adding social, cultural, and economic value to our Aotearoa New Zealand communities – regionally, nationally and internationally.
- 3. Employers** – Providing globally-employable graduates with the skills, knowledge and cultural competence demanded by employers here and abroad.
- 4. Strategic partnerships** – Being internationally recognised as a partner of choice by governments, employers, education institutions, Te Tiriti o Waitangi partners, ākongā and communities.
- 5. Mana Orite Te Tiriti partnerships and equity** – Giving expression to Te Tiriti Excellence Framework – Te Pae Tawhiti – through the establishment of demonstrable Te Tiriti o Waitangi partnerships, and inclusivity and equity for Māori.

A network approach to achieving our goals

A significant shift in international education within Te Pūkenga is required to meet our goals. This will be supported by:

- Ensuring high-level strategic decision-making related to international education is led by Te Pūkenga and is appropriate for a network context
- Leading the setting of international marketing and business development strategy and plans through a single strategic function within Te Pūkenga
- Matching regional mix of provisioning and delivery to meeting the needs of national and regional skills shortages
- Targeting placement of inbound ākonga across all of Te Pūkenga network and regions – supported by developing niche regional offerings that are both attractive to international ākonga and aligned to meeting each region’s specific skills needs
- Working seamlessly and collaboratively across relevant government agencies to ensure alignment of policies and strategy in relation to key considerations such as immigration, qualifications recognition, international business development and alignment to skills needs
- Setting consistent international pricing (including international fees and scholarships or discounts). The overriding priority will be to remove competition that is borne out of fee differentials between legacy providers. Scholarships and discounts may be strategically targeted to regions and programmes to meet Te Pūkenga objectives
- Ensuring all commercial agreements are understood, and assessed strategically for continuation upon their renewal
- Consolidation and rationalisation of agents’ agreements in 2022. Decisions on the appointment of agents to represent the entire network will be made via a single function and aligned with an international marketing and development strategy.
- Creating consistent international ākonga pastoral care policies and international service provision across the network.
- Contributing to programme unification that improves flexibility for international students and mobility between campuses and modes of delivery.
- Establishing a strategic network function responsible for regionally-distributed international engagement teams to retain specialist international partnership staff across the network. Maintain a focus on developing local community, business and iwi relationships, ensuring their voices shape the evolving Te Pūkenga international strategy and strategic development of offshore partnerships. This is important if we are to achieve responsiveness to regional, equity and diversity needs.
- A strategic network function will also be required to support regionally distributed student exchange services to achieve greater provision of exchange options for all students in the network, greater outbound mobility for high priority ākonga, and partnerships with overseas institutions dedicated to indigenous empowerment, outbound mobility and bicultural engagement for inbound international students. This will include overseas internship opportunities.
- Creating physical offshore presence in key regions of the world to improve access for Te Pūkenga to opportunities that enhance New Zealand’s diplomatic and trade relationships and bring benefit to partner countries.
- Establishing New Zealand Learning Centres offshore (unilaterally or in partnership) to support the delivery of blended learning models that recognise, and provide opportunities for, offshore, onshore, in-work and online study.

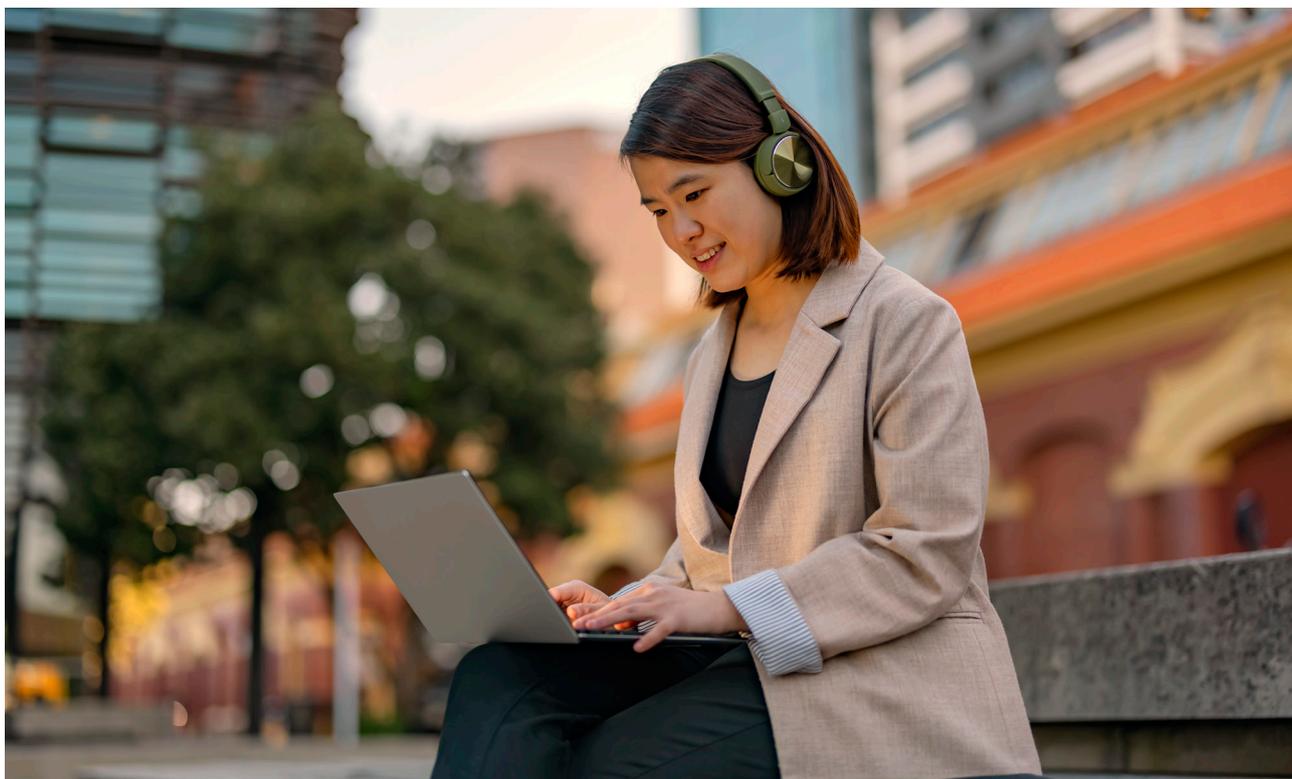
Te tirohanga roa | Our vision - creating a high-value future

Te Pūkenga will be recognised for expertise in the design, development and delivery of applied and vocational higher education and training – a partner of choice for governments, employers, education institutions, Te Tiriti o Waitangi partners, ākonga, and communities. We will support our kaimahi (staff) to deliver quality learning experiences that meet the needs of global ākonga, partners, employers and communities – and we will achieve equity of access and participation for Māori, Pasifika, and disabled ākonga.

Te Pūkenga graduates will be equipped with the skills, knowledge, and cultural competence they need to adapt and excel in the current and future world of work to provide globally employable graduates with the skills, knowledge and cultural competence demanded by employers. And we will achieve this through a unified network of regional provision, offering on-the-job, on-campus, and online delivery for inbound ākonga, and through tailored partnerships offshore.

Together, we will create high-value futures for Aotearoa New Zealand, ākonga, kaimahi, iwi and our communities – regionally, nationally, and internationally – through the establishment of demonstrable Tiriti o Waitangi Partnerships, and inclusivity and equity for Māori.

*Together,
we will create
high-value futures
for Aotearoa
New Zealand,
ākonga, kaimahi,
iwi and our
communities*



Te kōputu taonga | Our value proposition

Te Pūkenga brings the size, scale, skills and expertise of an internationally-significant tertiary education provider to provide applied and vocational higher education and training. Our programmes are designed, developed and delivered with industry and employers to ensure they are relevant for the future of work, and produce graduates with the necessary knowledge, skills and cultural competency.

In partnership with mana whenua, the indigenous Māori people of Aotearoa New Zealand, we provide a unique bicultural experience – where ākonga learn and grow in a stimulating, safe and culturally-rewarding environment. Our future integrated learning model of mixed modes of study will provide desirable flexibility, accessibility, consistency and mobility – where ākonga can seamlessly access on-campus, online, offshore, and work-based learning – and participate in learning experiences throughout our integrated network of campuses across Aotearoa New Zealand.

In developing high-value strategic partnerships – both within Aotearoa New Zealand and offshore – we will ensure we are working towards bringing the very best education and training opportunities to our ākonga and partners.

Te Pūkenga has sought-after capability in the design, development and delivery of learning experiences. With access to the latest teaching and learning technology and methodologies, we understand the changing needs of industry, and bring an innovation mindset to pro-actively respond and adapt our education and training offerings to meet those needs.

For our partners in industry, government, community and education we intend to be recognised as an innovative, flexible, future-focused education and training provider that will work alongside them to deliver tailored outcomes and high-quality graduates with the knowledge, skills and cultural competencies to succeed anywhere in the world.

For our Te Tiriti partners, we bring a commitment to improving access and equity for Māori in international education, increasing opportunities for Māori to extend their reach and participation in the global economy and a true partnership in bringing our unique Māori culture to the world.

Above all, for all our ākonga, is the confidence that they will receive an outstanding education and learning experience in a supportive environment that is relevant and of high value.

In partnership with mana whenua, the indigenous Māori people of Aotearoa New Zealand, we provide a unique bicultural experience

Te horopaki me te taiao | Context and environment

Our primary aim is to create a high-value future for ākonga and Aotearoa New Zealand through outstanding international education and global connectedness.

The New Zealand International Education Strategy (He Rautaki Mātauranga ā Ao) 2018-2030 has a vision of “a thriving and globally-connected New Zealand through world-class education”.

The creation of Te Pūkenga has enabled the opportunity to craft a future-focused approach to delivering this vision in the world of applied and vocational higher education and training.

Aotearoa New Zealand has a rich history of international engagement and has developed a reputation for providing high-quality education and training in a welcoming, friendly, modern society that provides a unique cultural experience.

By welcoming international ākonga onto our shores and creating opportunities for New Zealanders to experience other cultures and build international connections, we add significant value to our country and our people.

This International Education Strategy acknowledges and learns from the past but will primarily target the development of a future-focused framework of onshore and offshore provisioning to make a significant social, cultural and economic high-value contribution to Aotearoa New Zealand.

This strategy is underpinned by a set of principles, which will guide our decisions and actions as we navigate the successful implementation of the strategy in the years ahead. Key amongst these are the core expectations to:

- Deliver an outstanding learning experience for our ākonga
- Build global citizenship and cultural competence for ākonga and educators
- Create a world-class delivery capability that encompasses on-campus, online, offshore, and work-integrated learning
- Create opportunities for ākonga and kaimahi (staff) mobility
- Meet Aotearoa New Zealand’s essential skills needs
- Be recognised as a partner of choice and for our expertise in applied and vocational higher education.

Underpinning all of these expectations is our commitment to demonstrable Tiriti o Waitangi partnerships that will measurably improve inclusivity and equity for Māori.

It is important to acknowledge the positive impact of international education to Aotearoa New Zealand – in social, cultural, and economic terms.

Amidst the challenges created by the COVID-19 global pandemic, the newly established Te Pūkenga has taken the opportunity to develop an International Education Strategy that sets a new direction towards creating high value within its mandate of applied and vocational higher education and training.

Te Pūkenga Operating Model creates a framework that provides a high-level view of the functions and

services we need, and how we will connect and work together, to support ākongā and their families achieve their goals; and ultimately the value that this contributes to employers, industry, communities, and the whole of Aotearoa New Zealand. New initiatives will benefit ākongā both onshore and offshore:

- Ako networks will bring together people with specific knowledge, skills and competencies to support applied and vocational higher education and training delivery. These networks will drive excellence and develop learning options that meet the needs of all ākongā – including traditionally underserved communities, specifically Māori, Pasifika and disabled ākongā – and all employers.
- Regional collective impact initiatives will champion initiatives specific to a region or community through partnering on shared goals.
- Service concepts like an Adaptive Skills Framework: My Teacher, My Way; and Match and Mentor, will provide tailored learning options that support ākongā to achieve their goals.
- The opportunities resulting from a world changed by the global pandemic, and the potential size and scale benefits that can be leveraged through the realisation of Te Pūkenga Charter goals will be detailed in the development of an Implementation Plan. This plan will give expression to this strategy over the three horizons of 2023, 2026 and 2033

Learning from our past – working together to realise our desired future.

International ākongā are attracted to Aotearoa New Zealand for the opportunity to get a high-quality education in a country that provides a unique cultural experience, safe communities, welcoming people, and an outstanding natural environment.

While in Aotearoa New Zealand, our international ākongā also give us the opportunity to engage with their cultures and worldviews, and to improve our own cultural competencies and understanding of the world.

We can develop this competence further by giving Aotearoa New Zealand ākongā and educators the opportunity to experience living, learning, and working overseas.

Additionally, there is a growing interest from governments, educational institutions, businesses and communities to partner with us offshore for our expertise and skills in the design, development and delivery of education and training outcomes.

Economically, the contribution from international ākongā coming to Aotearoa New Zealand has been significant. International education contributed an estimated \$4.4 billion to the New Zealand economy, supported over 33,000 jobs. However the impact of COVID-19 has reduced this contribution significantly in 2020 and 2021. We are planning to rebuild the value and economic contribution from international education in future years, with a sustainable, more diverse mix of onshore, offshore, and online delivery.

On the path ahead we aim to take a broad view of markets, strategic partnerships, growth opportunities, products and services, rangahau and research, ākongā mobility and mode-of-learning flexibility, kaimahi engagement and development, ākongā recruitment strategies and our valued partnerships with Māori, regional communities, and other indigenous populations from around the world.

To ensure Te Pūkenga is firmly focused on creating a high-value future we will:

- Deliver on a single, unifying Te Pūkenga International Education Strategy, through a cohesive network that enables consistency, accessibility, collaboration and equity
- Leverage our size and scale to maximise a more diverse range of international opportunities and partnerships
- Develop a flexible and seamless mixed delivery model for on-campus, in-work and on-line education and training
- Diversify the mix of ākonga enrolments across onshore, offshore, online, and work-based delivery
- Improve ākonga mobility, both inbound and outbound
- Create new, innovative, targeted products and services
- Enable diversity of, and within, markets
- Deliver on the promise of Te Pūkenga Operating Model in relation to its functions and services
- Create an environment to deliver research and innovation with impact
- Give effect to Te Tiriti o Waitangi and delivering to the expectations set for us by our Te Tiriti partners
- Ensure equity of access, participation and outcomes for Māori, Pasifika and disabled ākonga
- Provide unique bicultural experiences for global ākonga
- Export our expertise in the design, development and delivery of education and training outcomes.

Learning from our past – working together to realise our desired future



Goal 1

Global ākonga

Provide an outstanding education and learning experience that develops highly-skilled and culturally-conscious global ākonga that are sought after by employers

Global Ākonga are individual ākonga (domestic or international) studying onshore or offshore, as well as institutions that we partner with to provide training and education solutions – such as government agencies, Te Tiriti o Waitangi partners, education providers, businesses, and communities.

Goal 2

Aotearoa
New Zealand
community

Add environmental, social, cultural, and economic value to Aotearoa New Zealand communities – both regionally and nationally

Aotearoa New Zealand community refers to the wider network of government agencies, Regional Skills Leaders Groups (RSLGs), Economic Development Agencies (EDAs) Workforce Development Councils (WDCs), businesses, organisations, and communities working in unison to achieve common goals.

Goal 3

Employers

Provide globally-employable graduates with the skills, knowledge and cultural competencies demanded by employers

Employers refer to any size and type of organisation in the public or private sector, as well as individuals that employ applied and vocational graduates.

Goal 4

Strategic
partnerships

Be internationally recognised as the preferred partner institution by governments, employers, education institutions, Te Tiriti o Waitangi partners, ākonga and communities

Strategic partnerships refer to being the preferred education partner of organisations that recognise and value the unique contribution that Te Pūkenga and Aotearoa New Zealand can bring to the relationship, and where there is mutual benefit in social, economic, environmental and cultural outcomes.

Goal 5

Mana Orite Te Tiriti
partnerships and
equity

Give expression to Te Tiriti Excellence Framework (Te Pae Tawhiti) through the establishment of demonstrable Tiriti o Waitangi partnerships; and inclusivity and equity for Māori

Mana Orite Te Tiriti partnerships and equity reflect Māori-Crown relations to ensure that our governance, management and operations give effect to Te Tiriti o Waitangi; recognise that Māori are key actors in regional social, environmental, and economic development and respond to the needs of, and improve outcomes for, Māori ākonga, whānau, hapū, iwi and employers.

Whāinga matua 1: Ākonga ā-ao |

Goal 1: Global ākonga

Providing an outstanding education and learning experience that develops highly-skilled and culturally-conscious global ākonga that are sought after by employers.

This means:	What does success look like?
<ul style="list-style-type: none"> • A focus on the learning experience by putting ākonga at the centre and by learning from insights about factors that enable success • Meeting and exceeding New Zealand Qualifications Authority (NZQA) Code of Practice requirements to ensure that all ākonga are in a safe learning environment where they feel respected, cared for and are able to access the support they need. • Enabling equity of access and participation, especially for Māori, Pasifika, and disabled ākonga. • Supporting kaimahi (staff) to deliver culturally-responsive and accessible learning experiences, create safe and supportive learning environments and take an holistic approach to supporting ākonga. • Creating opportunities to build global citizenship and engaging across Te Pūkenga network with local and regional communities and with Te Tiriti partners to create opportunities for meaningful cultural immersion and experience. • Graduating skilled ākonga who are sought after by employers and who benefit partner countries' vocational education and training needs, and enhance Aotearoa New Zealand's diplomatic and trade relationships. 	<ul style="list-style-type: none"> • Increasing outbound ākonga (study and work-based-learning) including priority ākonga, key trade regions, scholarships, and to institutions focused on indigenous empowerment, with increasing scholarship opportunities against baseline. • Improving access to bicultural learning opportunities for international ākonga against baseline. • Improving ākonga experience and outcomes against baseline. • Improving information availability and engagement with priority ākonga communities to increase international engagement and uptake, including Improving access to international internships and post-study employment opportunities. • Increasing participation and completion rates for Māori, Pasifika and disabled ākonga in international education opportunities. • Increasing offshore partnerships that specifically target countries which can provide unique cultural experiences to Aotearoa New Zealand ākonga, and with partners focussed on indigenous empowerment. • High and increasing partner ratings on the quality of strategic relationships, including ākonga, employers, Te Tiriti partners and global education provider partners. • Improving access to flexible delivery options including on-campus, online, offshore and work-based learning.

Whāinga matua 2: Te hāpori o Aotearoa | Goal 2: Aotearoa New Zealand community

Adding environmental, social, cultural, and economic value to our Aotearoa New Zealand communities – both regionally and nationally

Aotearoa New Zealand Community refers to the wider network of government agencies, Regional Skills Leaders Groups (RSLGs), Economic Development Agencies (EDAs), Workforce Development Councils (WDCs), businesses, organisations, and communities working in unison to achieve common goals.

This means:	What does success look like?
<ul style="list-style-type: none"> • Partnering with iwi and international indigenous communities to deliver multicultural value and energy, and improve cultural competencies in a globally-connected world. • Creating a sense of value among Aotearoa New Zealand communities on the social, cultural and economic contribution of internationalisation in education. • Adding economic value through invigorating regional economies and contributing to the supply of skilled labour. • Distributing a diverse range of international ākonga and international education activities throughout the regional network of Te Pūkenga, providing value into communities across Aotearoa New Zealand. 	<ul style="list-style-type: none"> • Increasing the number of projects and programmes developed and delivered in collaboration with iwi, hapū and supporting their needs for a wider global reach. • Increasing the number of relationships with indigenous populations and their representatives to create new opportunities for New Zealanders to explore and experience their unique cultures, learn new teaching methodologies and to extend our reach within the global economy. • Aligning our international ākonga, and their programmes of study, with identified skill shortage gaps and employer needs in all regions of Aotearoa New Zealand. • Developing and sharing economic data across all regions to increase awareness and understanding of the positive impact of international education on local and regional economies. • Improve cross-agency engagement that delivers a coordinated approach between community needs, employer needs, education programme development and government policy.

Whāinga matua 3: Kaitukumahi |

Goal 3: Employers

Provide globally-employable graduates with the skills, knowledge and cultural competencies demanded by employers

Employers refer to any size and type of organisation in the public or private sector, as well as individuals that employ applied and vocational graduates.

This means:	What does success look like?
<ul style="list-style-type: none"> • Developing relevant products and services that meet global industry demand and the future needs of work – both onshore and offshore. • Partnering with employers, the business community and international education providers to enable the provision of relevant work-based learning and internship opportunities – both on and off-shore. • Contributing to the enhancement and development of applied and vocational higher education outcomes in partner countries and regions with particular focus on the Asia Pacific region. • Improving access to high-demand skills and increasing productivity through the attraction and development of global talent for Aotearoa New Zealand employers. • Graduating skilled ākonga that are sought after by employers and building high-value brand positioning in the international education sector. 	<ul style="list-style-type: none"> • Strong brand awareness and a coordinated approach to recruitment activity in key markets, especially the Pacific and Asia. • Improving ākonga experience and outcomes, such as: completions, graduate outcomes, post-study employment, cultural competencies, ākonga satisfaction, pastoral care and well-being. • Improving learner NPS score across Te Pūkenga network compared to a baseline. • Improving employer satisfaction rates, multicultural diversity and employability compared to baseline. • International ākonga are offered a high degree of flexibility in the study options available to them – including on-campus, onshore, offshore, online and work-based learning. • Ākonga have increasing options that support changes to their location and mode of study to best meet their needs and their post-study employment outcomes, including regional and international movement. • Increasing number of high-quality internships are available to ākonga and improve their employment outcomes post-completion. • Employers rate the quality of Te Pūkenga graduates highly, seek to employ them as preferred candidates and value the relevance of their skills to the needs of industry now and in the future. • Increasing number of programmes of study are demonstrably aligned to the needs of employers and Aotearoa New Zealand immigration policy. • Increasing number of partnerships with priority industry groups compared to baseline.

Whāinga matua 4: Whakahoatanga ā-rautaki | Goal 4: Strategic partnerships

Being internationally recognised as the preferred partner institution by governments, employers, education institutions, Te Tiriti o Waitangi partners, ākonga and communities

Strategic partnerships refer to being the preferred education partner of organisations that recognise and value the unique contribution that Te Pūkenga and Aotearoa New Zealand can bring to the relationship, and where there is mutual benefit in achieving social, economic, environmental and cultural outcomes.

This means:	What does success look like?
<ul style="list-style-type: none"> Leveraging the size and scale of Te Pūkenga network to partner onshore and offshore, including accessing new funding sources. Maintaining and building kaimahi (staff) capability to develop and deliver quality programmes and training solutions. Active engagement occurs across the network with Te Tiriti partners and regional communities to ensure the understanding of expectations, alignment of objectives and delivery outcomes. Expressing Te Pūkenga value and brand positively and providing sought-after international, national, and regional benefits. Becoming a long-term skills training partner, enabling ākonga to move between workplaces, other educational offerings and locations as needs change. Flexibility and mobility become core components of Te Pūkenga study and training programmes – allowing ākonga the adaptability they need to respond to changes in the global workplace. Te Pūkenga engages with international strategic partners as one entity that represents the whole network, improving market positioning, international competitiveness, and negotiation strength. 	<ul style="list-style-type: none"> Te Pūkenga is actively sought after by international partners for strategic partnerships in the design, development and delivery of targeted applied and vocational higher education and training outcomes across all modes of delivery. Collaboration on international projects, research, and movement of kaimahi (staff) and ākonga occurs between campuses. Te Pūkenga is a partner of choice for international education providers, recruitment agents, industry, employers, governments and indigenous representatives from across the globe. Long-term strategic relationships are in place with targeted countries, education and training providers and employers that allow for ākonga flexibility and future-focused programme development. A move from institutional-level engagement to country-level engagement is evident, and Te Pūkenga has the presence to engage in international and regional forums and participate at a higher level than we have historically. Measures of brand awareness reflect our desire to be the preferred partner institution of governments, Te Tiriti o Waitangi partners, employers, education institutions and ākonga – internationally, nationally, and regionally as a result of the high value we bring to these relationships.

Whāinga matua 5: Mana ōrite

Whakahoatanga Tiriti me te mana ōrite |

Goal 5: Mana Orite Te Tiriti

partnerships and equity

Giving expression to Te Tiriti Excellence Framework (Te Pae Tawhiti) – through the establishment of demonstrable Tiriti o Waitangi Partnerships and inclusivity and equity for Māori

Mana Orite Te Tiriti partnerships and equity reflect Māori-Crown relations to ensure that our governance, management and operations give effect to Te Tiriti o Waitangi; recognise that Māori are key actors in regional social, environmental, and economic development and respond to the needs of, and improve outcomes for, Māori ākonga, whānau, hapū, iwi, and employers.

This means:	What does success look like?
<ul style="list-style-type: none"> Actively supporting engagement between the Crown and Māori through collaboration and partnering. Reflecting Māori-Crown relations by giving effect to Te Tiriti o Waitangi in governance, management and operations. Recognising Māori as key actors in regional social, environmental and economic development. Responding to the needs of, and improving outcomes for, Māori ākonga, whānau, hapū, iwi, and employers. Pursuing equity of access and participation for Māori as an integral part of our delivery. Recognising the key role that Māori have to play in regional development and partner effectively in the co-creation of regional plans to attract, support, engage with and deliver services to international ākonga. 	<ul style="list-style-type: none"> Targeted outcomes have been established in partnership with Māori to ensure relevance and to support priority setting. <i>For example, evidence of greater relevance of provisioning, more equitable access, meaningful collaboration and partnering, stronger Māori participation, equitable outcomes and stronger responsive practices; increased opportunity and participation in offshore learning placements for Māori ākonga.</i> Evidence that strong relationships are in place with local iwi and hapū in the spirit of open dialogue and collaboration regarding regional and local development of opportunities for ākonga, whānau, iwi businesses, and local communities. Māori play a key role in the co-creation of regional plans to attract, support, engage with and deliver services to international ākonga. Evidence that Te Pūkenga actively engages in consultation and partnership with Māori regarding the implementation of this strategy, and achieves the desired outcomes in an open, collaborative, and transparent manner.

- Māori ākonga, whānau, communities, and businesses can participate in the co-creation of international programmes and share in the benefits of international engagement.
 - Network staff engage at a local level, and form local partnerships with Te Tiriti partners, to develop local and regional plans to deliver high-value educational programmes and engagement with international ākonga.
- Our partnership engagement and support is visible and proactively led at senior governance and leadership levels throughout the network, with mana whenua representation in decision-making for international education policy and strategy implementation.

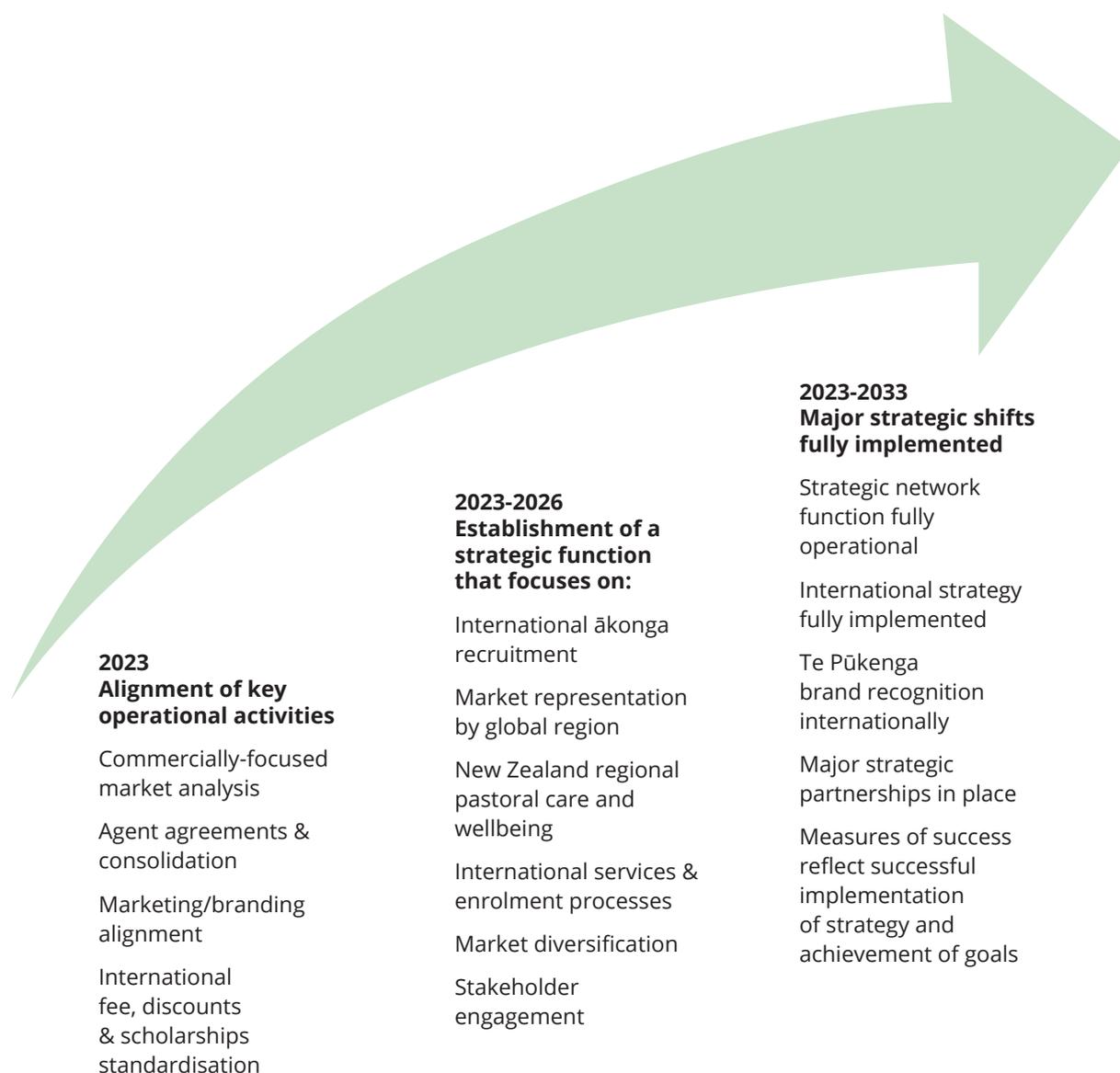


Kia puta tēnei rautaki ki te ao | Bringing this strategy to life

Te Pūkenga International Education Strategy sets out a path for Te Pūkenga. At its heart is equitable, high-quality education and globally-connected ākonga, employers, kaimahi (staff) and researchers.

It is essential when agreeing to the steps Te Pūkenga will take alongside ākonga, communities, Iwi, businesses, and international partners that we are able to connect these to our guiding principles and check that we are working towards staying true to our course, and the outcomes demanded by our stakeholders and partners.

The chart below outlines the key steps by which we are bringing this strategy to life over the three horizons of 2023, 2026, and 2033.



To make this strategy a reality an Implementation Plan will be developed. Some of the more critical elements that will be explored in greater depth in the Implementation Plan will include:

- In the context of Mana Orite Te Tiriti o Waitangi and Te Pae Tawhiti Excellence Framework, developing an engagement strategy that gives expression to working with Māori and for Māori in achieving desired partnership and equity outcomes.
- Identifying high-value and strategic markets to focus on as primary targets for international ākonga, and developing off-shore engagement opportunities for our ākonga, educators and businesses.
- Analysis of Te Pūkenga subsidiary regional market footprint and ākonga outcomes, reasons for study choices, study outcomes and subsequent destination data.
- Developing a companion piece to the International Education Strategy that is commercially-focused and specifically addresses the future markets and the fit between market demand and Te Pūkenga offerings. These actions and targets will be set through the transition workstreams and implementation planning to secure opportunities that meet our strategic goals. When determining such targets and actions, consideration will need be given to the New Zealand government definition of 'high value' international engagement along with the proposed INZ settings changes.
- Building a portfolio of products and services that is aligned to international demand and fulfilling skills needs of employers – both within Aotearoa New Zealand and internationally.
- Creating a kaimahi (staff) engagement and development programme that builds the skills, and creates the opportunities, to expand global connectedness and capability within Te Pūkenga network.
- Developing a framework that focuses on pastoral care and support for international ākonga that exceeds the requirements of the NZQA Code of Practice.
- Building Te Pūkenga international marketing strategy and framework for communicating with ākonga, employers, and partners internationally – including recruitment agents and in-market representatives.
- Developing a regional recruitment strategy that supports the attraction of international ākonga to all regional campuses and encourages broader cultural engagement and experience.
- Identifying key strategic partners on-and-offshore, and developing an effective engagement plan to leverage the size, scale, expertise and capability of Te Pūkenga network.
- Creating an operating framework that translates this national strategy into single-hub network functions and distributed functions.

*Te Pūkenga
International
Education
Strategy sets
out a path for
Te Pūkenga*

These elements will be achieved through a wide range of supporting activities that align to our principles and goals. A range of examples is illustrated below.

		Goals				
		Global ākonga	Aotearoa New Zealand community	Employers	Strategic partnerships	Mana Orite Te Tiriti partnerships and equity
Principles	Excellence in ākonga learning experience	Multi-cultural experiences – onshore and offshore	Active community engagement as part of learning	Work-based learning and co-development	Internships, global and local delivery	Bicultural experience and engagement
	Building cultural competence	Building global citizenship	Creating social, cultural and economic value	International connectedness and opportunities	Creating high-value partnerships	Increasing Māori access to the global economy
	Seamless and integrated modes of delivery	Ākonga mobility and flexibility	Engagement with local and regional communities	Work-based learning and mobility	Global partnerships for internships and multi-mode learning	Co-development of programmes with iwi and hapū
	Meeting essential skills needs	Bringing an international lens to learning and skills	Matching programmes to skills shortages	Listening, engaging and co-development	Creating high-value learning opportunities	Co-creation of programmes
	Global connected and strategic partnerships	Recognised as world-leading provider	Promoting the uniqueness of Aotearoa New Zealand to ākonga	Developing highly-employable, in-demand graduates	Leverage size and scale of Te Pūkenga across the world	Māori recognised as key actors in education
	Partnering with Māori, for Māori	Unique bicultural experience for ākonga	Meaningful engagement with iwi and hapū	Improving employment outcomes for Māori	Actively engaging and partnering with Māori	Improved access and equity for Māori

Kōrero tāpiri 1: Ngā kaiwhakaara taketake | Appendix 1: Foundation drivers

This strategy has been driven by multiple guiding documents and strategies, which have shaped the desired outcomes and approaches to achieving them.

Te Pūkenga exists and achieves success alongside a broad range of government agencies and stakeholders, Te Tiriti partnerships, employers, educators, local and international partners, as well as our communities – local, regional, and national.

Following is an overview of some of the key influences that have helped to shape the strategy.

Reform of Vocational Education	Te Pūkenga Charter	Letter of Expectations – June 2021
New Zealand International Education Strategy (2018-2030)	Te Pūkenga Operating Model: functions; service design concepts; Ako learning networks; regional collective impact	Draft Policy Statement on High Value Definition of International Education
Productivity Commission – Inquiry into immigration settings	Climate Change – Emissions Reduction Plan 2022-2025	Education (Pastoral Care of Tertiary and International Ākonga) Code of Practice 2021
Mobilising the New World	Te Tiriti Partnerships and Māori Equity Outcomes – expressed through Te Pae Tawhiti – Te Tiriti Excellence Framework	Te Rito Learner Insights reports: Māori; Pasifika; and disabled



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